CVILLE PLANS TOGETHER

Draft Comprehensive Plan Updates
May 2021

The **Comprehensive Plan** is a document that describes community goals and priorities and guides decision-making, particularly when it comes to the built environment and form of the City. If you would like to learn more about the Comprehensive Plan, please visit cvilleplanstogether.com/citywide-comprehensive-plan/

In this packet, we include seven draft Comprehensive Plan chapters. Each of these chapters has a topic. Six of these chapters are updates to chapters from the current Comprehensive Plan, but the Community Engagement & Collaboration chapter is new.

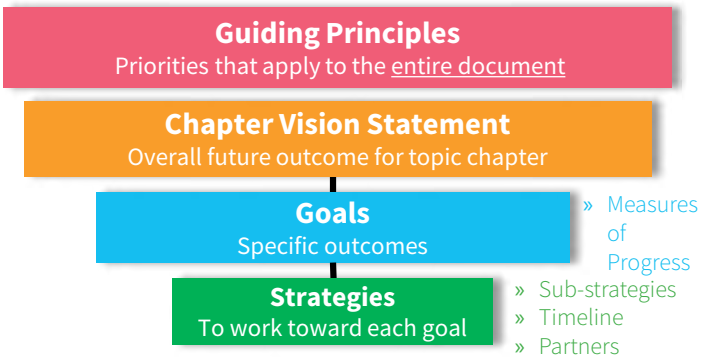
Overview of Chapter Structure

The **Guiding Principles** on the next page describe overarching community priorities related to the entire Comprehensive Plan. We used community input we gathered last spring to draft these statements.

Following the Guiding Principles, you can review the seven draft topic-specific chapters. Each of these chapters begins with a **Community Vision Statement**.

We used community feedback from fall 2020 to revise the initial draft Guiding Principles and chapter Vision Statements. Now, we are asking for your feedback on revised the **Goals** (specific outcomes under each Vision Statement) and **Strategies** (actions to help the City achieve each goal). These two elements outline a path for realizing each chapter Vision Statement.
With some Strategies, there are Sub-strategies which describe related actions or considerations.
Each Goal has one or more Measures of Progress which will help the City determine success toward meeting the Goal.

For all Strategies, we have included draft information related to implementation, including a potential timeline and lead/supporting implementation partners. The final Comprehensive Plan will have an Implementation chapter that will bring this information together and describe high-priority next steps.



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Guiding Principles

These Guiding Principles are priorities that apply to the entire Comprehensive Plan. Each Goal in this chapter addresses one or more Guiding Principle, demonstrating how the Goals and Strategies can work together to achieve these important community priorities. The Guiding Principles were revised following community input in fall 2020.

Equity & Opportunity: All people will be able to thrive in Charlottesville.

The City will support development and initiatives that take into consideration the full range of needs of Charlottesville's diverse community, including residents, visitors, people who work in Charlottesville, business owners, and property owners.

All Charlottesville residents, regardless of race, ethnicity, age, income, neighborhood, religious affiliation, gender expression, sexual orientation, country of origin, immigration status, and other personal characteristics will have equitable and expanded access to safe and affordable housing options, desirable jobs and wealth building opportunities, healthy and local foods, robust parks and natural resources, high-quality education and training, and other infrastructure and services that support a high quality of life.

Community Culture & Unity: Charlottesville's rich and diverse culture and form will be celebrated, and the entire community will feel welcomed, valued, and respected.

The City will protect, celebrate, and enhance the people and places that have added to the uniqueness and cultural diversity of the community.

Local & Regional Collaboration: From the neighborhood to the region, open conversations and partnerships will make the city stronger.

The City will actively and meaningfully seek community input in strategizing and implementing all planning efforts and will utilize local and regional partnerships, including with UVA and Albemarle County, to achieve stronger, more effective outcomes.

Environmental Stewardship & Sustainability: The Charlottesville community will demonstrate environmental and climate leadership.

The City government will reduce its carbon footprint and other environmental impacts. The Charlottesville community will be empowered and encouraged to reduce their environmental footprint and benefit from energy efficiency efforts. All will have access to high-quality natural resources, including improved air, soil, and water quality.

Connections & Access: The City will consider land use and transportation in complementary ways, creating more accessible and safer mobility options for all.

Residents and visitors will have a variety of travel options to move safely, efficiently, and affordably throughout neighborhoods, the city, and the region, with easy access to services, employment opportunities, healthy food sources, parks, schools, and other services and amenities, regardless of vehicle ownership or physical ability. The City will place an emphasis on enhancing networks and safety for walking, riding bicycles, and public transportation.

CVILLE PLANS TOGETHER

Chapter Topic: Land Use, Urban Form, and Historic and Cultural Preservation

Community Vision Statement *(Overall Future Outcome Envisioned for this Chapter's Topic)*

- Charlottesville will be designed to foster a sustainable, inclusive, and equitable future. Neighborhoods throughout the city will contain a variety of housing options, services, and amenities, creating an environment that is welcoming, comfortable, and accessible for all.
- Through the City's plans, policies, and regulations, including zoning, Charlottesville will work to address inequities related to the distribution of land uses and impacts of development, increase the supply and affordability of housing, support an efficient transportation network with a variety of options for travel, improve and protect the health of the natural environment, increase access to urban agriculture and shared green space, and maintain and improve business and commercial vitality at appropriate scales throughout the city.
- Neighborhoods and communities that have experienced previous displacement, and those at risk of future impacts, will be supported and protected.
- Charlottesville's urban design and historic preservation efforts will work in tandem to celebrate the unique cultural and historical identity of each neighborhood while supporting the potential for a greater variety of housing options and community amenities throughout the city.

Overview of Chapter Goals *(Specific outcomes related to achieving the Community Vision)*

Goal 1. **Implementation of the Future Land Use Map**: Implement the Future Land Use Map vision while supporting existing neighborhoods and preventing displacement.

Goal 2. **Balance Preservation with Change**: Protect and enhance the existing distinct identities of the city's older neighborhoods while promoting housing options, a mix of uses, and sustainable reuse in our community.

Goal 3. **Small Area Plan Development and Implementation**: Utilize Small Area Plans to guide growth and development within areas likely to be developed or redeveloped.

Goal 4. **Create a new Zoning Ordinance**: Reinforce and implement the vision for the Charlottesville's future articulated in the Comprehensive Plan, *Affordable Housing Plan*, Small Area Plans, Vision Plans, and the Standards and Design Manual.

Goal 5. **Comprehensive, Regional Approach**: Coordinate the actions of City and County governments to support regional land use, preservation, urban form, and transportation goals.

Goal 6. **Design Excellence**: Continue Charlottesville's history of architectural and design excellence by maintaining traditional urban design features and valuing historic resources while encouraging creative, context-sensitive, contemporary planning and design that supports the goals of the Comprehensive Plan.

Goal 7. **Entrance Corridors**: Ensure that quality of development in Charlottesville's designated entrance corridor overlay districts is compatible with the city and adjacent neighborhood's historic, architectural, and cultural resources.

Goal 8. **Expand Understanding and Recognition of Community History and Culture**: Identify ways to expand the understanding of the varied histories, cultures, and experiences of the city's residents and neighborhoods.

Goal 9. **Resource Inventory**: Systematically inventory and evaluate all historic, cultural, and natural resources, landscapes, and open spaces as critical elements that make the Charlottesville special.

Goal 10. Communication about Historic Resources: Educate current and potential property owners of historic resources, as well as the community in general, about the significance of historic properties.

Goal 11. Historic Resource Protection: Provide effective protection to Charlottesville's historic resources, including through recognition and incentives.

Chapter Topic: Land Use, Urban Form, and Historic and Cultural Preservation

Goals and Strategies

Goal 1. Implementation of the Future Land Use Map: Implement the Future Land Use Map vision while supporting existing neighborhoods and preventing displacement.

Related Guiding Principle(s):

- *Equity & Opportunity, Connections & Access, Environmental Stewardship & Sustainability*

Measures of Progress:

- *% population within walking and biking distance to transit, parks, schools, food access locations, and employment centers*
- *# demolition permits by neighborhood*
- *Demographic changes by neighborhood*

Strategy 1.1 Support implementation of the Future Land Use vision, and encourage development that achieves goals outlined throughout this Comprehensive Plan.

Sub-strategies:

- Address priorities including housing affordability and increased housing options; community equity and displacement protection for at-risk communities from displacement, including lower-income households; environmental sustainability; transit-oriented development; improved walkability and bikeability; enhanced access to parks, recreation, and social interaction opportunities, schools, and other amenities and services; improved food access; and support for existing and new business opportunities, including for small and neighborhood-focused businesses.
- Encourage infill development to address gaps in established or planned development patterns. This may include strategies that can help preserve existing structures, including the use of Accessory Dwelling Units (ADUs), building additions, transitioning larger single-family houses to apartments, etc.
- Where possible, encourage increasing intensity of uses through the reuse or reconfiguration of existing buildings, including historic structures.
- In the event that development is planned for properties not currently designated on the Future Land Use Map (e.g., UVA properties, parcels adjacent to the railroad), this development should respond to surrounding land uses shown on the Future Land Use Map as well as any existing Small Area Plans or similar adopted plans.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, Neighborhood Development Services (NDS), Public Works, Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Land Use chapter, *Cville Plans Together* process

Strategy 1.2 Through City-led efforts and private development, look to expand the network of vibrant public parks and other spaces, at large and small scales, particularly in areas that are identified on the Future Land Use Map for higher intensity uses or areas currently lacking these amenities.

Sub-strategies:

- Encourage the incorporation of meaningful public spaces into urban design plans,

particularly along corridors and at development nodes.
- Consider ways to pair development with park space and environmental protection features along the River and stream corridors. Balance the competing priorities for properties adjacent to the River to allow for an appropriate number of different types of uses without impacting the environmental quality of the river system or devaluing the most important natural attributes that attract people to the area.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: City Council, Public Works, Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Land Use chapter, 2018 draft Historic Preservation and Urban Design chapter

Strategy 1.3 **Evaluate the potential impact of proposed development on existing affordable housing, at-risk communities, and other equity priorities.**

Sub-strategy:
- Consider development of an Equity Analysis tool or series of metrics that can be used to evaluate impacts, including potential displacement of marginalized, underserved, and vulnerable populations, such as low-income, formerly displaced, aging, disabled, and homeless individuals and families.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: City Council, City Manager's Office (CMO), NDS
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter, *Cville Plans Together* process

Strategy 1.4 **Evaluate existing and potential new programs for protecting communities at risk of displacement, as well as protecting existing affordable housing, historic buildings, and other resources.**

Sub-strategies:
- Where possible, prioritize the preservation of existing structures while encouraging a greater intensity of use. If demolitions are necessary, incentivize or require development of affordable housing, particularly in historically low income and/or majority-Black neighborhoods, which have historically been targets for redevelopment and displacement.
- Consider deployment of an Affordable Housing Overlay as part of the zoning rewrite, to incentivize long-term affordability by providing incentives such as by-right zoning, increased density, and changes to minimum lot sizes as well as reduced setbacks and parking requirements.
- Continue financial support for owner-occupied rehabilitation of housing, property tax rebates, and other existing programs. (See related Strategy in the Housing Chapter.)
- Consider use of ordinances, financial support, incentives, and other strategies to encourage the preservation of existing housing stock.
- Evaluate the effectiveness of the Historic Conservation District as an alternative, more flexible type of local historic district.
- Consider programs to encourage conversion of large single-family houses into multiple units, conserving the form, particularly for historic properties.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, Planning Commission, CMO, Board of Architectural Review (BAR)
- Timeframe: Ongoing and Immediate (within 1 year)
- Source: 2018 draft Historic Preservation and Urban Design chapter, *Cville Plans Together* process

Goal 2. **Balance Preservation with Change: Protect and enhance the existing distinct identities of the city's older neighborhoods while promoting housing options, a mix of uses, and sustainable reuse in our community**

Chapter Topic: Land Use, Urban Form, and Historic and Cultural Preservation

Related Guiding Principle(s):

- *Equity & Opportunity, Community Culture & Unity, Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:

- *# rehabilitation tax credit projects*
- *# underutilized properties, including historic properties, brought into productive and sustainable uses*

Strategy 2.1 **Promote context-sensitive planning to maintain and enhance the distinct identities of Charlottesville neighborhoods and corridors.**

Sub-strategies:

- Use and expand existing preservation and design review tools to accommodate growth in ways that identify and preserve historic and cultural resources and enhance the distinctive characteristics of the neighborhoods, especially in areas experiencing significant development.
- Encourage development that responds to the scale and character of contiguous historic buildings and neighborhoods.
- Support adequate transitions (such as step downs in scale and intensity) to mitigate impacts on adjacent residential and historic areas.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: BAR, NDS
- Timeframe: Ongoing
- Source: *Cville Plans Together* process

Strategy 2.2 **Review the historic preservation appendix, historic district ordinances, entrance corridor ordinance, and design guidelines every five years to ensure that goals for preservation and compatible development are being addressed.**

Sub-strategies:

- Look for ways to support the future land use vision, goal of providing additional housing throughout the city, and environmental/climate goals, while preserving the city's valuable resources.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, BAR, Planning Commission
- Timeframe: Ongoing (Every 5 years)
- Source: 2018 draft Historic Preservation and Urban Design chapter, *Cville Plans Together* process

Strategy 2.3 **Develop strategies and partnerships that can bring underutilized properties, including historic properties, into productive and sustainable uses that will support increased residential or commercial uses, or a mix of uses.**

Sub-strategies:

- Define guidelines for what it means for a property to be "underutilized," taking into account environmental constraints, neighborhood context, and Future Land Use Map designation.
- Develop and regularly update an inventory of vacant and underutilized properties in Charlottesville.
- Consider strategies such as rezoning, rehabilitation, removing off street parking requirements, and development incentives.
- As appropriate, create policy and financial incentives to encourage this process. Support the rehabilitation of low-income owner-occupied housing for energy efficiency and preservation of neighborhood form.
- Encourage adaptive re-use and potential increase in intensity of use for existing buildings, including historic structures, particularly in areas identified for higher intensity development on the Future Land Use Map.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Planning Commission, City Council, City Manager's Office (CMO), local non-profits and organizations
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 2.4 Encourage sustainable, energy efficient building designs and low impact development as complementary goals to historic preservation.

Sub-strategies:

- Continue evaluating recommendations appropriate for historic structure improvements that increase energy efficiency and promote sustainability. Incorporate into the Architectural Design Guidelines.
- Support the implementation of solar photovoltaic systems for historic structures.
- Consider applying the Secretary of the Interior Standards for Historic Rehabilitation for all City-owned property more than 50 years old, and apply appropriate preservation technologies in all additions and alterations, while also pursuing sustainable and energy conservation goals.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, BAR, Entrance Corridor Review Board (ERB), Public Works, City Council
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Goal 3. Small Area Plan Development and Implementation: Utilize Small Area Plans to guide growth and development within areas likely to be developed or redeveloped.

Related Guiding Principle(s):

- *Local & Regional Collaboration, Equity & Opportunity, Environmental Stewardship & Sustainability; Community Culture & Unity*

Measures of Progress:

- *# Small Area Plan projects prioritized for implementation and completed*

Strategy 3.1 Develop a template and consistent planning process for preparation of Small Area Plans, with a focus on community engagement and equity in each process.

Sub-strategies:

- Include in the template: Community engagement guidelines that take into account neighborhood demographics, guidelines for when it is appropriate to adapt the process based on unique neighborhood needs, and clear requirements related to outcomes and recommendations.
- Review previously-completed Small Area Plans and outcomes as part of this process to help identify the elements that make a Small Area Plan most successful.
- In conjunction with strategies defined in the *Affordable Housing Plan*, establish targets for a minimum number of supported affordable housing units in all Small Area Plans.
- Ensure that Small Area Plans account for, and take steps to safeguard, the city's historic sites, structures, and landscapes.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, NDS, CMO, Planning Commission
- Timeframe: 1-2 years
- Source: 2018 draft Land Use chapter, 2018 draft Historic Preservation and Urban Design chapter, *Cville Plans Together* process

Strategy 3.2 Create a plan for prioritizing, assessing the feasibility of, and implementing proposed investments and strategies in accordance with plans incorporated as amendments to the Comprehensive Plan, including Small Area Plans, Neighborhood Plans, Vision Plans, etc.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, CMO, All Departments
- Timeframe: 1-2 years, and then annually
- Source: 2018 draft Land Use chapter

Strategy 3.3 Consider the development of additional Small Area Plans for areas identified in the appendix.

[Note: This Appendix is forthcoming. Specific Small Area Plan recommendations will be developed as the draft Future Land Use Map is finalized.]

Sub-strategy:

- Recognizing that not all neighborhoods will be prioritized in the short term for a Small Area Plan, evaluate the development of a community-driven process to allow more neighborhoods to share priorities and ideas outside of formal Small Area Plans or similar processes.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, Planning Commission, NDS
- Timeframe: Begin following finalization of the Small Area Plan template and guidelines.
- Source: 2018 draft Land Use chapter

Goal 4. Create a new Zoning Ordinance: Reinforce and implement the vision for the Charlottesville's future articulated in the Comprehensive Plan, *Affordable Housing Plan*, Small Area Plans, Vision Plans, and the Standards and Design Manual.

More information about related funding strategies that can support affordability in partnership with these zoning changes can be found in the *Affordable Housing Plan* and the Housing Chapter of this plan.

Related Guiding Principle(s):

- *Local & Regional Collaboration, Equity & Opportunity, Connections & Access, Environmental Stewardship & Sustainability*

Measures of Progress:

- *Revised zoning ordinance*

Strategy 4.1 With the community, identify changes needed to zoning and development processes to increase the production of multifamily housing at a variety of scales.

Sub-strategies:

- Using the revised Future Land Use Map, identify areas suitable for rezoning to allow multifamily development in more neighborhoods, particularly those that are or will be served by transit, and those neighborhoods that currently lack multifamily options.
- Prioritize strategies that protect existing affordable housing and create new supply, and that reverse entrenched patterns of racial and economic segregation while protecting high-risk communities from displacement.
- Clarify how multifamily zones can connect to subsidy funds targeted at supporting existing homeowners and renters to prevent displacement.
- Establish a mandatory inclusionary zoning policy, to require the inclusion of affordable homes as part of new multifamily development. Consider additional ways to allow extra units on sites where those units are affordable at a defined level. Consider deployment of an Affordable Housing Overlay as part of the zoning rewrite, to incentivize long-term affordability.
- Where multifamily development is allowed, incorporate transition zones and restructure restrictions on height, density, setbacks, and parking to ensure that multifamily and mixed-use developments are feasible by-right without a special use permit.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Planning Commission, City Council, CMO
- Timeframe: Immediate (1 year)
- Source: *Affordable Housing Plan*, 2021

Strategy 4.2 With the community, identify zoning changes needed to support "soft density" (small multi-unit housing, such as townhomes, duplexes, and triplexes and Accessory Dwelling Units) in single-family-zoned neighborhoods throughout the city to lower the cost of entry for residents to live in these areas while preserving existing market-affordable housing, limiting displacement of existing residents, and mitigating continued rise in housing costs.

Sub-strategies:

- Using the revised Future Land Use Map, identify areas suitable for rezoning to allow "soft density."
- Identify incentives (property tax rebates, public funding, design flexibility) to support

the development of affordable housing as part of new soft density development. Dedicate funding to provide affordable financing for the construction of ADUs in exchange for making units affordable to renters earning up to 60% of Area Median Income.
- Increase the allowed intensity of housing in single-family neighborhoods that have historically had exclusionary zoning or policies (including racial covenants).
- Implement strategies that minimize displacement from low-income or other at-risk neighborhoods while supporting wealth-building opportunities related in these communities. Clarify how various "soft density" zones can connect to subsidy funds targeted at supporting existing homeowners and renters to prevent displacement, as well as funds for increased homeownership, particularly in neighborhoods with high number of low-income households.
- Increase the number of lots on which ADUs can feasibly be built by adopting proposed changes to allow ADUs in University zoning districts, increasing the maximum height, and eliminating off-street parking requirements.
- Weigh potential benefits and impacts of allowing development of soft density housing in historic neighborhoods, including consideration of ways to retain historic character, form, integrity, and naturally occurring affordable housing.
- Reflected all changes in the City's subdivision ordinance in addition to the zoning code.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, Planning Commission, City Council, OED, CMO, Charlottesville Affordable Housing Fund (CAHF, described further in the Housing chapter)
- Timeframe: Immediate (1 year)
- Source: *Affordable Housing Plan*, 2021

Strategy 4.3 **With the community, define parameters for an inclusionary zoning policy, which requires that certain residential developments include some affordable homes. Set targets for the number and affordability level of homes and other parameters.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, Planning Commission, CMO, Council
- Timeframe: Immediate (within 1 year)
- Source: *Affordable Housing Plan*, 2021

Strategy 4.4 **Evaluate the potential impacts of re-zoning of industrial land to allow a mix of uses to support other Comprehensive Plan goals, including those related to affordable housing and environmental sustainability, while also ensuring that there is adequate provision of land to important community services, as well as jobs and economic development, both in these areas and throughout the city.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, NDS, Planning Commission
- Timeframe: Immediate (within 1 year)
- Source: *Cville Plans Together* process

Strategy 4.5 **Consider other changes to the Zoning Ordinance to support the goals of this Plan.**

Sub-strategies:
- Goals of the Comprehensive Plan to be considered include: increasing the supply of affordable housing; reducing the potential for displacement, particularly for vulnerable neighborhoods; improving transit access, especially for residents of predominantly low-income neighborhoods; increasing employment opportunities for all citizens; improving neighborhood walkability and citywide multimodal transportation; preserving historic structures, including through adaptive reuse; and fostering mixed income neighborhoods throughout the city.
- Consider zoning classifications based on intensity of use (as defined by height and maximum size of structures).
- Ensure that zoning changes preserve and enhance natural resources and sensitive environmental areas, designated flood plain

areas, steep slopes, rivers, and streams.
- Incorporate requirements for green space, where possible. Continue support for tree canopy protection and, where necessary, replacement, and consider incorporating urban heat island analyses into this process.
- Facilitate economic activity in existing and new areas of mixed-use opportunity identified in the updated Future Land Use Map and ensure the availability of sites for business growth and expansion.
- Promote and encourage design elements that enhance community livability, including:
- Placement of parking behind buildings (rather than in front) and reduction in curb cuts.
- Active uses at the ground floor level along key street frontages
- Reduced setbacks, where appropriate to the site and context, to increase network connectivity, to create a more pedestrian friendly streetscape, and to reduce speeds on high volume roadways across the city.
- Compact block and street networks and a built environment that facilitates walking, biking, and bus riding.
- Vibrancy, pedestrian movement, and visual interest throughout the city.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, Planning Commission, City Council, OED, CMO, Public Works
- Timeframe: Immediate (within 1 year)
- Source: *Cville Plans Together process*, 2021 *Affordable Housing Plan*, 2018 draft Economic Sustainability chapter, 2018 draft Land Use chapter

Strategy 4.6 **During the zoning rewrite process, develop and deploy a public education campaign to address any concerns and broaden understanding of the purpose of the zoning revisions.**

Sub-strategy:
- Provide information about the benefits of/ opportunities for patterns of urban living, such as more efficient land use, shared public space, smaller more energy efficient units, aging in place, and walkability. Assess the effectiveness of efforts and examples.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, Planning Commission, City Council
- Timeframe: Immediate (within 1 year)
- Source: *Affordable Housing Plan*, 2021

Strategy 4.7 **Revise development review approval processes to limit and focus discretionary control and reduce approval times.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, Planning Commission, City Council
- Timeframe: Immediate (within 1 year)
- Source: *Affordable Housing Plan*, 2021

Goal 5. Comprehensive, Regional Approach: Coordinate the actions of City and County governments to support regional land use, preservation, urban form, and transportation goals.

Related Guiding Principle(s):
- *Community Culture & Unity, Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:
- *Resolution of potential zoning changes in the Urban Ring to mirror City zoning changes.*

Strategy 5.1 **Facilitate periodic meetings with the BAR, Planning Commission, City Council, and the Entrance Corridor Review Board to ensure an excellent and consistent design vision for the city.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, City Council, Planning Commission, BAR, ERB
- Timeframe: Immediate (within 1 year) and at least annually

- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 5.2 **Work with Albemarle County to encourage potential zoning changes within the Urban Ring, complementary to any zoning changes enacted along Charlottesville's border.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Planning Commission, Albemarle County, City Council
- Timeframe: 1-2 Years (to immediately follow zoning rewrite)
- Source: *Affordable Housing Plan*, 2021

Strategy 5.3 **Facilitate regular coordination with Albemarle County and UVA on matters of land use, urban design, and historic preservation that cross the jurisdictional border.**

Sub-strategies:

- Coordinate with the Land Use and Environmental Planning Committee (LUEPC) on land use, historic preservation, and urban design issues that implicate Albemarle County and University of Virginia resources.
- Coordinate with the University of Virginia during any future expansion of the University, University-sponsored housing development, or the University Health System to address opportunities to contribute to meeting goals set for the city and region.
- Investigate the feasibility of protecting an unobstructed sight line between World Heritage Sites of Monticello and the Academical Village at the University of Virginia.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, City Council, UVA, Albemarle County, Planning Commission, LUEPC
- Timeframe: Ongoing
- Source: 2018 draft Land Use chapter

Goal 6. **Design Excellence: Continue Charlottesville's history of architectural and design excellence by maintaining traditional urban design features and valuing historic resources while encouraging creative, context-sensitive, contemporary planning and design that supports the goals of the Comprehensive Plan.**

Related Guiding Principle(s):

- *Community Culture & Unity, Environmental Sustainability & Stewardship, Connections & Access*

Measures of Progress:

- *Summary of BAR activities*
- *Updated lighting standards*

Strategy 6.1 **Encourage urban design standards that achieve the goals of this plan and are appropriate to the Charlottesville community context.**

Sub-strategies:

- Promote design excellence for public projects and installations at all scales. For all City-owned spaces (buildings, public spaces, etc.), look for opportunities to promote a distinctive, contextually integrated, and welcoming environment for residents and visitors.
- Promote design standards that consider and work with unique community characteristics, including topography and other environmental features.
- Study existing urban forms in historic neighborhoods and consider allowing similar design standards in new neighborhoods. Develop corresponding design pattern inventories for individual neighborhoods.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Planning Commission, BAR, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter, 2018 draft Environment chapter, *Cville Plans Together* process

Chapter Topic: Land Use, Urban Form, and Historic and Cultural Preservation

Strategy 6.2 **Continue to support the BAR in its efforts to guide historic preservation and urban design within the Historic Preservation & Architectural Design Control (ADC) Districts, and Historic Conservation (CV) Districts, and ensure cooperation between the BAR and City departments.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 6.3 **Update outdoor lighting standards to ensure that streets, sidewalks, crosswalks, and public spaces are lit safely and efficiently.**

Sub-strategies:

- Consider lighting standards that complement both the built and natural environments while minimizing adverse impacts of lighting (for example, glare, light pollution, obtrusive light, etc.) and contributing to the City's goals for energy conservation and sustainability.
- Communicate new lighting standards to owners of homes and businesses, designers, the building trades, and Dominion Energy.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Public Works, BAR, PLACE Committee, Entrance Corridor Review Board (ERB), City Council
- Timeframe: 1-2 years
- Source: BAR, 2021

Goal 7. Entrance Corridors: Ensure that quality of development in Charlottesville's designated entrance corridor overlay districts is compatible with the city and adjacent neighborhood's historic, architectural, and cultural resources.

Related Guiding Principle(s):

- *Community Culture & Unity, Local & Regional Collaboration*

Measures of Progress:

- *# placemaking improvements within Entrance Corridors*

Strategy 7.1 **Within Entrance Corridors, encourage placemaking elements and look for opportunities to support community-centered destinations.**

Sub-strategies:

- Encourage site designs incorporating building arrangements, uses, natural features, and landscaping that contribute to Charlottesville's unique sense of place and character.
- Ensure that new development, including franchise development, complements the city's character and respects those qualities that distinguish the city's built environment.
- Incorporate street trees and landscaping along streetscapes to provide shade, buffer pedestrians from traffic, and create a sense of enclosure.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, ERB, Parks & Recreation, Public Works
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 7.2 **Protect and enhance access routes to our community's World Heritage Sites, the University of Virginia and Monticello, to recognize their significance as cultural and economic assets of the local heritage industry.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, ERB, BAR, Parks & Recreation, Public Works
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 7.3 **In coordination with relevant neighborhoods, consider the designation of additional streets as Entrance Corridor districts.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, ERB, City Council, Neighborhood Associations
- Timeframe: 4-5 years
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 7.4 **Evaluate the roles of, and relationship between, the Entrance Corridor Review Board and the Board of Architectural Review and evaluate a transition of the Entrance Corridor Review Board from Planning Commission to the Board of Architectural Review.**

Sub-strategy:

- If ERB continues to be a Planning Commission role, evaluate this review process to identify sites where ERB and BAR review overlap and determine if there are other circumstances under which review by the BAR would be better suited, in lieu of ERB review.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, City Council, ERB, BAR
- Timeframe: 1-2 years
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 7.5 **When appropriate, coordinate the City's Entrance Corridor Design Guidelines with Albemarle County's Design Guidelines. Encourage continuity of land use, design, and pedestrian orientation between contiguous corridors in the city and county.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, ERB, Albemarle County
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Goal 8. Expand Understanding and Recognition of Community History and Culture: Identify ways to expand the understanding of the varied histories, cultures, and experiences of the city's residents and neighborhoods.

Related Guiding Principle(s):

- *Community Culture & Unity, Equity & Opportunity*

Measures of Progress:

- *# of historic and cultural interpretation markers, events, and other activities*
- *# public art installations, # of neighborhoods with public art installations*

Strategy 8.1 **Continue to interpret historic and cultural resources to the community through markers, publications, events, and other means. Expand these programs to include narratives and resources of underrepresented groups and areas significant in our local history.**

Sub-strategies:

- Consider ways to recognize a wide range of histories and cultures, including the majority-Black communities impacted by urban renewal on Vinegar Hill and displacement from Gospel Hill, history of the Monacan Tribe, enslaved persons, settlers, and others.
- Coordinate this interpretation of historic resources with City improvement projects and other initiatives.
- Utilize honorary naming of streets, public buildings, parks, and other places and spaces, including interior rooms such as conference rooms and other places where people congregate.
- Consider incorporating the 2016 recommendations of the Blue Ribbon Commission on Race, Memorials and Public Spaces into historic preservation and interpretation efforts.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Historic Resources Committee, Public Works, City Council
- Timeframe: Ongoing

- Source: 2018 draft Historic Preservation and Urban Design chapter, Staff

Strategy 8.2 **Encourage community vitality and interaction through the incorporation of both private and publicly funded art into public spaces, neighborhoods, signage, gateways, and nodes of development. Ensure neighborhood engagement and involvement in this process.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, Parks & Recreation, Public Works, Neighborhood Associations
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Goal 9. Resource Inventory: Systematically inventory and evaluate all historic, cultural, and natural resources, landscapes, and open spaces as critical elements that make the Charlottesville special.

Related Guiding Principle(s):

- *Community Culture & Unity, Local & Regional Collaboration*

Measures of Progress:

- *# of surveys for City-owned properties and resources.*
- *# of surveys for privately held properties and resources that have historical significance to the community*

Strategy 9.1 **Evaluate all historic, cultural, and natural resources, landscapes, and open spaces for their significance and integrity, and develop narratives for all resources.**

Sub-strategies:

- Place a priority on un-surveyed older neighborhoods, such as south Belmont; the southwest corner of High Street and 9th Street, NE; and portions of the Strategic Investment Area (SIA).
- Survey and evaluate all City-owned property, including schools and parks, for historic and design significance and integrity. Pursue local, state, and national designations for eligible resources.
- Work with neighborhoods to develop interest and participation in documentation of neighborhood buildings and history through architectural and historic surveys.
- Continue to identify and survey additional significant, individual properties located outside historic districts. In addition to historic buildings, consider significant buildings from the recent past (less than 50 years old), structures such as sculptures, landscapes such as public spaces and cemeteries, and archaeological sites.
- Scan and make publicly available historic surveys, maps, and other documentary resources held by NDS.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, CMO
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 9.2 **Encourage developers contemplating land-disturbing activities in areas likely to reveal knowledge about our past to undertake archaeological studies prior to development.**

Sub-strategies:

- Help identify financial incentives or funding sources for such studies.
- Encourage, where warranted, archeological assessments for rezoning and special use permit requests and for all projects on City-owned parcels.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 9.3 **Systematically re-survey neighborhoods, state- and national-registered historic sites and districts, Architectural Design Control Districts, and Individually Protected Properties to update older survey information, beginning with Downtown, North Downtown, Ridge Street, and Wertland Street.**

Sub-strategy:

- Conduct additional survey work as needed to reevaluate existing ADC district boundaries.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, BAR
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 9.4 **Generate a Cultural Landscape Study and Management Plan for the Lawrence Halprin-designed Downtown Mall, to identify character-defining historic features, and prepare a treatment and maintenance plan to protect the Mall's historic character and features while supporting its current use.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS
- Timeframe: Immediate (within 1 year)
- Source: 2018 draft Historic Preservation and Urban Design chapter

Goal 10. Communication about Historic Resources: Educate current and potential property owners of historic resources, as well as the community in general, about the significance of historic properties.

Related Guiding Principle(s):

- *Community Culture & Unity, Equity & Opportunity*

Measures of Progress:

- *# property owner notifications sent*

Strategy 10.1 **Refine and continue implementing the strategy for communicating with residents in historic districts and individually-protected properties.**

Sub-strategies:

- Continue informing residents in historic districts about new development and construction projects within their neighborhoods and communities. Include updates about local policy and regulatory changes.
- Improve the City's ongoing education program to notify property owners and potential property owners that their property is situated in a Historic Preservation & Architectural Design Control (ADC) District, or Historic Conservation (CV) District, or is designated as an Individually Protected Property (IPP).
- Provide property owners with information on historic rehabilitations, financial incentives, and context-sensitive design. Continue to share information about federal and state rehabilitation tax incentives, including Virginia's rehabilitation tax credit program, and help promote and defend these programs at the General Assembly.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 10.2 **Support education and communication efforts of local and regional historic resource and preservation advocates.**

Sub-strategies:

- Continue to support Preservation Piedmont and its partners in the Piedmont Area Preservation Alliance (PAPA) in efforts to coordinate communication among local, regional, and state preservation organizations.
- Continue to support the Charlottesville Historic Resources Committee's efforts to promote understanding and appreciation of local historic and cultural resources.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS;

Historic Resources Committee
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 10.3 Continue to support participation of staff, as well as elected and appointed officials, in regional and statewide preservation and design educational opportunities.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, BAR, City Council
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 10.4 Promote the history of the Downtown Mall as well as other key sites of local significance through the use of art, technology, public events, and marketing promotion.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, BAR, Parks and Recreation
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Goal 11. Historic Resource Protection: Provide effective protection to Charlottesville's historic resources, including through recognition and incentives.

Related Guiding Principle(s):
- *Community Culture & Unity, Equity & Opportunity, Local & Regional Collaboration*

Measures of Progress:
- *# of designations (local, state, and national) for City-owned properties and resources.*
- *# of designations (local, state, and national) for privately held properties and resources that have historical significance to the community.*

Strategy 11.1 Preserve historic resources through education and collaboration focused on maintaining our neighborhoods' core historic fabric (while encouraging reuse of structures), our major routes of tourism, and our public spaces.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 11.2 When appropriate, consider neighborhoods or areas for designation as local historic districts (either Architectural Design Control Districts or Historic Conservation Districts), and consider Individually Protected Property designations, based on architectural and historic survey results.

Sub-strategies:
- Consider designating Maplewood, Oakwood, and Daughters of Zion Cemeteries and the cemetery and burial site at Pen Park as ADC districts to ensure their protection and maintenance.
- Consider including resources from the more recent past (less than 50 years old) as Individually Protected Properties, especially those of significant architectural value and those that are becoming rare surviving
- examples of their type or period of construction.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, BAR
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 11.3 Consider amending the existing ordinance to address protection of archaeological resources.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, BAR, City Council, City Attorney's Office
- Timeframe: 1-2 years

- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 11.4 Consider and discuss the effects of decisions by all public decision-making bodies on historic resources.

Sub-strategies:

- Evaluate transportation decisions for their effects on historic districts and on Individually Protected Properties and encourage policies that minimize automobile usage in these areas.
- Ensure that Small Area Plans consider the need to safeguard any historic sites, structures, and landscapes.
- Evaluate current zoning map districts and current zoning allowances, as well as proposed amendments to the zoning map and zoning text, for their consistency with preservation goals, and impacts on the historic character of neighborhoods.
- Coordinate with other programs, such as affordable housing initiatives, to encourage preservation of character and rehabilitation of historic resources, including through adaptive reuse to support new low-income housing in structures more than 50 years old.
- Consider the impacts of maintenance and construction activities on historic features of the city's neighborhoods. Where possible, encourage maintenance and repair of granite curbs, retaining walls, distinctive paving patterns and other features instead of replacing them.
- Encourage retaining and replenishing shade trees, particularly large trees, in all historic neighborhoods.
- Monitor state and federal level policy and legislative changes impacting historic preservation. Advocate both for positive changes and against those that threaten the existing policies, programs, policies, and regulations.
- Recognize and protect the Rivanna River as a historic, living resource that has played a crucial role in the history of the city.
- Continue to protect the environs of our community's World Heritage Site, the Academical Village of the University of Virginia.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, CMO, Public Works, Parks & Recreation, City Council
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 11.5 Work with Charlottesville-Albemarle Technical Education Center (CATEC) and Piedmont Virginia Community College (PVCC) to incorporate into trade classes training related to the repair and maintenance of historic buildings and building components.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, BAR, PVCC, CATEC
- Timeframe: Ongoing
- Source: Staff

Strategy 11.6 Maintain on City staff the position of a Preservation and Design Planner, and support their efforts to implement the goals and strategies of this chapter, including the City's participation in and eligibility as a Certified Local Government; support staff efforts to seek annual, matching-fund grants that contribute to the implementation of this chapter.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, NDS, BAR
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 11.7 Pursue National Register and Virginia Landmarks Register status for all future, local historic districts (and vice versa).

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, BAR, City Council
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and

Urban Design chapter

Strategy 11.8 **Continue the Entrance Corridor Review Board and Board of Architectural Review's annual awards that may include recognition of exceptional Entrance Corridor designs and the best examples of preservation and design in the community, especially in Architectural Design Control Districts.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, BAR, ERB
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Strategy 11.9 **Provide technical assistance to property owners and/or provide referrals to other sources of information regarding architectural, historical, or financial questions.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS
- Timeframe: Ongoing
- Source: 2018 draft Historic Preservation and Urban Design chapter

Chapter Topic: Housing

Community Vision Statement *(Overall Future Outcome Envisioned for this Chapter's Topic)*

- The City of Charlottesville will recognize the importance of housing for all residents by implementing strategies to achieve a housing market that is affordable, healthy, high quality, and, above all, equitable.
- The City will identify and address injustice in the provision of housing options for all, regardless of personal or familial characteristics or circumstances.
- The Charlottesville community will take clear steps toward addressing affordability, homelessness, and displacement of people from their neighborhoods. Housing policies and plans will celebrate and enhance the variety of available housing types and sizes, for both rental and ownership opportunities, while providing protections and support for neighborhoods, people, and families at risk of displacement.
- In tandem with environmental goals, the City will work to reduce household costs through energy-efficiency programs and improved access to affordable transportation options.

Overview of Chapter Goals *(Specific outcomes related to achieving the Community Vision)*

Goal 1. **Funding Commitments**: Establish and sustain a funding commitment to address affordable housing needs, tied to requirements to address community goals.

Goal 2. **Diverse Housing Throughout the City**: Support a wide range of housing choices that are integrated and balanced across the city, and that meet multiple City goals including community sustainability, walkability, bikeability, ADA accessibility, public transit use, increased support for families with children and low-income households, access to food, access to local jobs, thriving local businesses, and decreased vehicle use.

Goal 3. **Homelessness**: Address, prevent, and end homelessness.

Goal 4. **Energy and Water Efficiency**: Increase the energy performance, and water efficiency, and environmental sustainability of housing throughout the city.

Goal 5. **Equitable and Efficient Governance**: Build governance structures that institutionalize an equitable and efficient implementation of the *Affordable Housing Plan* and implementation of other housing priorities.

Goal 6. **Tenants' Rights:** Change local policy and advocate at the state level to expand the City's ability to support tenants' rights.

Goal 7. **Subsidy Programs**: Focus and align subsidy programs with community-defined priorities and make changes to increase the impact of public spending.

Goal 8. **Collaboration**: Coordinate local and regional housing goals.

Chapter Topic: Housing

Goals and Strategies

Goal 1. Funding Commitments: Establish and sustain a funding commitment to address affordable housing needs, tied to requirements to address community goals.

Related Guiding Principle(s):
- *Equity & Opportunity*

Measures of Progress:
- *$ in City funding committed to affordable housing per year*
- *% of funding allocated to serve households at 30% of Area Median Income (AMI), 60% AMI, and 80% AMI*

Strategy 1.1 Dedicate $10M in average annual spending to fund affordable housing programs and identify a sustainable and reliable source of dedicated funding to maintain this level of funding for ten years.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: City Council
- Timeframe: Immediate (within 1 year) and ongoing
- Source: *Affordable Housing Plan*, 2021

Strategy 1.2 Prioritize funding for those with the greatest need and attach funding awards to community representation, duration of affordability, and leverage of non-public funds.

Sub-strategies:
- Allocate 50% of funding to serve households with incomes up to 30% of Area Median Income (AMI), 30% of funding for households earning up to 60% AMI, and 20% of funding for households earning up to 80% AMI.
- Projects that receive public funding should be administered and governed by organizations that directly represent the beneficiaries of housing assistance. Funding awards should also incentivize permanent affordability of both renter-and owner-occupied housing. Public dollars should incentivize maximum leverage of federal, state, and private funding.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: City Council
- Timeframe: Immediate (within 1 year) and ongoing
- Source: *Affordable Housing Plan*, 2021

Strategy 1.3 Clearly identify overall housing expenditures within the City's budget, and publish metrics on program funding, capacity, and impacts to create accountability and measure progress towards housing goals.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: City Council
- Timeframe: 3-4 years, to establish mechanisms to collect, interpret, and communicate data on housing spending and impacts thereof
- Source: *Affordable Housing Plan*, 2021

Goal 2. Diverse Housing Throughout the City: Support a wide range of housing choices that are integrated and balanced across the city, and that meet multiple City goals including community sustainability, walkability, bikeability, ADA accessibility, public transit use, increased support for families with children and low-income households, access to food, access to local jobs, thriving local businesses, and decreased vehicle use.

Related Guiding Principle(s):
- *Equity & Opportunity, Environmental Sustainability & Stewardship, Connections & Access*

Measures of Progress:
- *For each neighborhood in the city, # housing units and % affordable at 30% AMI, 60% AMI, 80% AMI*
- *% of population within ¼ mile (traveling distance) of a transit stop (include breakdown by race, ethnicity, and income)*

Chapter Topic: Housing

Strategy 2.1 **Encourage mixed-use and mixed-income neighborhoods and housing developments throughout the city and support zoning changes to allow them by-right.**

Sub-strategy:

- Through the zoning rewrite process, work with the community to determine appropriate levels of density/intensity in neighborhoods and nodes and along corridors identified on the Future Land Use Map.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Neighborhood Development Services (NDS), City Manager's Office (CMO)
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter

Strategy 2.2 **Promote redevelopment and infill development that supports bicycle and pedestrian-oriented infrastructure improvements and robust public transportation to better connect residents to jobs and commercial activity.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, CMO
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter

Strategy 2.3 **Improve access for lower-income households and Americans with Disabilities, to adult learning and employment opportunities, job training, healthy food sources, and public amenities, such as parks and recreational facilities, shopping destinations, and libraries with the goals of reducing family isolation, deconcentrating poverty, and enhancing neighborhood and school health, and economic mobility.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Human Services
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter

Strategy 2.4 **Target a city-wide residential vacancy rate of at least 5 percent in order to assure a well-functioning, liquid housing market.**

Sub-strategies:

- Explore strategic support for development to increase the supply of homes if the target is not met.
- Consider the role of short-term rentals in this calculation.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO, City Council
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter

Strategy 2.5 **Promote and retain the Design for Life C'ville program that provides a rebate of permit fees for incorporation of visit-ability and live-ability design features.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter

Strategy 2.6 **Evaluate City-owned property currently dedicated to right of way, utilities, and surface parking, for potential to be re-purposed for affordable housing or other community needs.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, City Council, City Schools, Major Employers, CMO, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Chapter Topic: Housing

Strategy 2.7 **Encourage the incorporation of food access avenues (e.g., affordable stores, agriculture space such as greenhouses, school and community gardens, or neighborhood farmers markets) in all housing developments to the maximum extent feasible in order to both increase self-sufficiency and to be more sustainable, as well as to increase community access to food.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, Planning Commission, NDS, Parks and Recreation, community partners
- Timeframe: To be determined
- Source: 2018 draft Housing chapter

Strategy 2.8 **Encourage the development of affordable housing to take a form similar to nearby market rate housing in design and other physical features, allowing affordable units to blend into existing neighborhoods.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, BAR, Planning Commission
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter

Goal 3. Homelessness: Address, prevent, and end homelessness.

Related Guiding Principle(s):

- *Equity & Opportunity*

Measures of Progress:

- *Point-in-Time (PIT) results (a count of sheltered and unsheltered people experiencing homelessness on a single night in January)*
- *# people utilizing City-funded safety net supports, job training and placement, and social services*
- *# people in permanent supportive housing*

Strategy 3.1 **Support the best practice approach of Housing First, which places people experiencing homelessness into housing as rapidly as possible, and provides wrap around services to help them maintain their housing.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Social Services, local partners
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter

Strategy 3.2 **Support permanent supportive housing for persons with disabilities who are homeless or at-risk of homelessness.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Social Services, local partners
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter

Strategy 3.3 **Prevent homelessness through safety net supports, job training and placement, and social services to enable residents to maintain their housing.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Social Services, local partners
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter

Goal 4. Energy and Water Efficiency: Increase the energy performance, and water efficiency, and environmental sustainability of housing throughout the city.

Related Guiding Principle(s):

- *Equity & Opportunity, Environmental Sustainability & Stewardship*

Measures of Progress:

- *# housing developments incorporating green/ sustainable principles*

Chapter Topic: Housing

- *% of new multifamily development that participates in Green Building programs and incentives*

Strategy 4.1 Develop an energy/water improvement program to increase housing affordability for low and moderate income households.

Sub-strategy:
- Dedicate funding to financial incentives to increase impact. Focus funding on lower-income households.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Public Works, NDS
- Timeframe: To be determined
- Source: 2018 draft Housing chapter, Staff

Strategy 4.2 Encourage the incorporation of green/sustainable principles (e.g., LEED, EarthCraft Virginia, Energy Star, Passive House, Net Zero Energy Buildings, etc.) in all housing developments to the maximum extent feasible, both as a way to be more sustainable and to lower the ongoing costs of housing.

Sub-strategy:
- Dedicate funding to financial incentives to increase impact.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Public Works, NDS
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter, Staff

Strategy 4.3 Promote existing Green Building programs and incentives for multifamily housing, including existing rebate programs.

Sub-strategy:
- Dedicate funding to financial incentives to increase impact.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Public Works, NDS
- Timeframe: Ongoing
- Source: 2018 draft Housing chapter, Staff

Strategy 4.4 Encourage solar-ready and EV-ready building standards in all new housing and extensive retrofit projects.

Sub-strategy:
- Integrate consideration of energy/water efficiency, solar-ready, and EV-ready standards into zoning approvals and affordable housing funding decisions.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Public Works, NDS
- Timeframe: To be determined
- Source: Staff

Goal 5. Equitable and Efficient Governance: Build governance structures that institutionalize an equitable and efficient implementation of the *Affordable Housing Plan* and implementation of other housing priorities.

Additional details about the strategies under this goal can be found in the 2021 *Affordable Housing Plan*.

Related Guiding Principle(s):
- *Equity & Opportunity, Community Culture & Unity, Local & Regional Collaboration*

Measures of Progress:
- *Charlottesville Affordable Housing Fund (CAHF) and HAC recommendations completed*
- *CAHF-established allocation targets, production goals, and regular reporting for the use of CAHF funds.*
- *# of supported affordable units produced per year; average City funding and private funding ($) per unit produced*
- *# of affordable units preserved; average City funding and private funding ($) per unit preserved*

Chapter Topic: Housing

Strategy 5.1 Redefine the role and membership of the Housing Advisory Committee, including guidelines to ensure a diverse and inclusive membership.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: City Council
- Timeframe: Immediate (within 1 year)
- Source: *Affordable Housing Plan*, 2021

Strategy 5.2 Develop and implement an onboarding process for new HAC members.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, HAC
- Timeframe: Immediate (within 1 year)
- Source: *Affordable Housing Plan*, 2021

Strategy 5.3 Realign housing priorities, increase capacity, and empower staff to be collaborative with advocates and responsive to community needs.

Sub-strategies
- Set goals for development and housing programs, review current staffing, and make changes to accommodate new priorities and increase staff capacity. This should include hiring or designating an affordable housing liaison for developers.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, City Council
- Timeframe: Immediate (within 1 year)
- Source: *Affordable Housing Plan*, 2021

Strategy 5.4 Designate a Charlottesville Affordable Housing Fund (CAHF) committee to make recommendations about priorities for the use of CAHF funds, to set targeting and scoring criteria for CAHF-funded programs, and to review City staff recommended awardees.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, City Council
- Timeframe: Immediate (within 1 year)
- Source: *Affordable Housing Plan*, 2021

Strategy 5.5 Establish clear, transparent, and competitive processes to award grants and loans for affordable housing.

Sub-strategies
- Set priorities prior to issuing Notice of Fund Availability (NOFA).
- Conduct a review of existing scoring, evaluation, administration, and reporting processes, and revise or replace as appropriate.
- Work with the CAHF committee to establish allocation targets, production goals, and regular reporting for the use of CAHF funds.
- Track housing outcomes against established goals on production and cost per home.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, City Council, CAHF
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Goal 6. Tenants' Rights: Change local policy and advocate at the state level to expand the City's ability to support tenants' rights.

Additional details about the strategies under this goal can be found in the 2021 *Affordable Housing Plan*.

Related Guiding Principle(s):
- *Equity & Opportunity, Local & Regional Collaboration*

Measures of Progress:
- *# tenants receiving legal support services*
- *# evictions prevented through these legal support services*

Chapter Topic: Housing

Strategy 6.1 Require housing developments that receive City funding (directly as subsidy, or indirectly through infrastructure improvements) to provide enhanced tenants' rights and to ensure an affordability period of no less than 30 years, with a preference for 99 years.

Sub-strategies:

- Identify the tenants' rights that will be required of any development receiving public subsidy.
- Communicate new requirements to developers, and include enhanced tenants' rights in development agreements for qualifying projects.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO, City Council, Developers
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 6.2 Dedicate funding for the provision of legal services for tenants facing eviction and establish a citywide right to counsel in eviction cases.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CAHF Committee, CMO, Council, partner organization(s)
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 6.3 Advocate for enabling legislation to support just cause evictions and to make other changes to the state's eviction process.

Sub-strategy:

- Working with regional and statewide partners, the City will advocate for state enabling legislation to support just cause eviction as part of an overall tenants' rights advocacy effort.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City of Charlottesville; partner organization(s)
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 6.4 Advocate for enabling legislation to enact rent control in Charlottesville.

Sub-strategy:

- Working with regional and statewide partners, the City will advocate for state enabling legislation to support rent control as part of an overall tenants' rights advocacy effort.
- If successful, work with the community to determine how and where to deploy a rent control program that can effectively increase affordability.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City of Charlottesville; other Virginia jurisdictions; State representatives
- Timeframe: Begin advocacy in the near term (1-2 years), aiming for implementation in longer term (within 3-5 years)
- Source: *Affordable Housing Plan*, 2021

Goal 7. Subsidy Programs: Focus and align subsidy programs with community-defined priorities and make changes to increase the impact of public spending.

Additional details about the strategies under this goal can be found in the 2021 *Affordable Housing Plan*.

Related Guiding Principle(s):

- *Equity & Opportunity, Local & Regional Collaboration*

Measures of Progress:

- *# of households served by all programs; average amount of tax relief ($) per household served; summary information about demographics served (race, ethnicity, income)*

Strategy 7.1 Support the development of new affordable rental housing by providing gap financing (low interest loans and grants) to help fund development costs.

Sub-strategies:

- Design a new process for reviewing LIHTC applications and making award decisions and communicate selection criteria to developers.
- Dedicate funding to provide affordable financing for the construction of Accessory Dwelling Units (ADUs) in exchange for making units affordable to renters earning up to 60% of Area Median Income.
- Allocate funding in accordance with CAHF Committee recommendations, issue an RFP or other solicitation, review funding requests and make award decisions based on set criteria.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: LIHTC Developers, CAHF Committee, CMO.
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 7.2 Set parameters for level and timing of funding that can be made available to Charlottesville Redevelopment and Housing Authority (CRHA) to modernize all public housing.

Sub-strategies

- Establish goals to be achieved through funding support for CRHA redevelopment
- Make annual funding commitments in accordance with CAHF committee guidance

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Manager and Council, CRHA, CAHF Committee.
- Timeframe: Immediate (within 1 year)
- Source: *Affordable Housing Plan*, 2021

Strategy 7.3 Dedicate funding to support the preservation of existing affordable housing in Charlottesville.

Sub-strategies:

- Pending CAHF Committee recommendation, identify funding for an acquisition fund, and issue an RFP for a fund administrator, and enter into an agreement with an administrator.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO, funding administrator, CAHF Committee, City Council.
- Timeframe: 4-5 years for acquisition fund
- Source: *Affordable Housing Plan*, 2021

Strategy 7.4 Continue to explore best practices and establish a land bank that provides land equity to develop affordable housing.

Sub-strategies:

- Consider a regional land bank model.
- Finalize recommendations around the format and governance of a land banking entity.
- Determine how to administer the land bank, e.g., whether internally or through a third party.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO
- Timeframe: 4-5 years
- Source: *Affordable Housing Plan*, 2021

Strategy 7.5 Expand the provision and use of tenant subsidies for rental housing in all parts of the city.

Sub-strategies:

- Simplify and implement the proposed Landlord Risk Reduction Fund and conduct outreach to encourage participation.
- Work with CRHA to streamline administrative processes and grow capacity as needed to implement voucher programs.
- Pending input from CRHA, the HAC, and the CAHF Committee, identify ways to expand CSRAP to serve more households and reduce cost burden.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CRHA, CMO, CAHF Committee, HAC
- Timeframe: Ongoing
- Source: *Affordable Housing Plan*, 2021

Strategy 7.6 Establish a permanent eviction prevention fund to provide emergency rental assistance to lower income households in crisis.

Sub-strategies:

- Convene a regional task force to coordinate

emergency housing assistance and COVID-19 Response.
- Through a competitive process, identify nonprofit partners to implement emergency housing programs.
- Over time, formalize programs and develop tools for future emergency response.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Human Services, CAHF Committee, HAC, partner organizations
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 7.7 **Revise Charlottesville's existing down payment assistance (DPA) program to provide a greater level of assistance and serve a larger number of households.**

Sub-strategy:
- Pending CAHF Committee recommendation, dedicate funding for DPA.
- Select a nonprofit partner through a competitive process to administer the DPA program, or bring it in-house if there is staff capacity.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Nonprofit partners, Private lenders and funders, CAHF Committee
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 7.8 **Encourage the Charlottesville Redevelopment and Housing Authority (CRHA) to create the option of, and access to, homeownership for Section 8 Voucher users by establishing a local Section 8 Voucher to Homeownership Program in line with HUD and Virginia regulations.**

Sub-strategy:
- Encourage participants to also apply for down payment assistance, to further impact of voucher subsidy.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CRHA, CMO
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 7.9 **Partner with lenders and nonprofits to develop specialty mortgage products and provide supporting services that help low-income homeowners succeed at homeownership.**

Sub-strategies:
- Add enhanced services requirement to affordable homeownership loan terms.
- Establish an action plan (with explicit reporting protocol and detailed services) for mortgage lenders, City staff, and non-profit partners.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO; Nonprofit partners; Local lenders, employers, and regulators
- Timeframe: 4-5 years
- Source: *Affordable Housing Plan*, 2021

Strategy 7.10 **Partner with developers to build and renovate affordable single-family and "soft density" housing in existing neighborhoods.**

Sub-strategies:
- Evaluate the use of receivership process to bring delinquent or abandoned properties into public ownership.
- Develop criteria for the disposition of these public parcels and release an RFP. The City will also develop criteria and work with the CAHF committee to identify additional funding to support infill development.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Nonprofit partners, Private developers, CAHF committee
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 7.11 Support and preserve homeownership by providing assistance to income-qualified owners to make necessary home repairs.

Sub-strategies:

- Pending CAHF Committee recommendation, dedicate funding for Owner-Occupied Rehabilitation Assistance (OOR).
- Select a nonprofit partner through a competitive process to administer the OOR program.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO, Nonprofit providers, CAHF Committee
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 7.12 Expand the provision of property tax relief to income-qualified homeowners.

Sub-strategies:

- Evaluate the current distribution and impact of property tax relief to determine if a progressive expansion of property tax relief is needed to serve the most vulnerable homeowners.
- Increase outreach efforts to ensure that all income-qualified homeowners make use of the program.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, City Treasurer, City Commissioner of Revenue
- Timeframe: Ongoing
- Source: *Affordable Housing Plan*, 2021

Strategy 7.13 Partner with the financial institutions to leverage CAHF money and increase investment in affordable housing.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, CMO, Legal Department
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Goal 8. Collaboration: Coordinate local and regional housing goals.

Related Guiding Principle(s):

- *Equity & Opportunity, Local & Regional Collaboration*

Measures of Progress:

- *Completion of strategies*

Strategy 8.1 Partner with Albemarle County, UVA, and other regional partners to coordinate housing plan goals and work toward shared regional outcomes, including improved affordability and access to housing options.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, CMO, Albemarle County
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 8.2 Consider the potential for a regional affordable housing funding agreement to jointly provide funding from Charlottesville, Albemarle County, and potentially other jurisdictions to support affordable housing development and programming, particularly within the urban ring.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, CMO, Albemarle County
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Strategy 8.3 Encourage UVA and other major employers, such as the City of Charlottesville and Charlottesville City School Division, to work in partnership with developers and real estate professionals to support workforce housing opportunities within close proximity of the employer.

Sub-strategies:

- Encourage examination of opportunities within close proximity by foot, bike, or transit, with emphasis on Downtown and other nodes identified on the Future Land Use Map.
- Encourage creation of a city-wide Employer Assisted Housing Program to assist the local workforce in obtaining affordable or market-rate housing near their places of work. Explore and create public funding sources for this project.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, City Council, City Schools, CMO, OED, local employers
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 8.4 **Encourage and work with major regional employers, including UVA, to develop employer-funded Down Payment Assistance programs as a benefit for employees.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO, UVA, other large employers
- Timeframe: 1-2 years
- Source: *Affordable Housing Plan*, 2021

Chapter Topic: Transportation

Community Vision Statement *(Overall Future Outcome Envisioned for this Chapter's Topic)*

- Charlottesville will enhance the reliability, safety, efficiency, and equitable distribution of the transportation system, and continued integration with the regional transportation network.
- The City will expand transportation options for walking, bicycling, and transit, while efficiently managing and serving vehicular travel. A continuous, connected, and well-maintained network of sidewalks, bicycle facilities, and trails, as well as frequent, affordable, and expanded transit coverage, will support increased walking, bicycling, and public transit use, particularly in lower-wealth areas and areas currently lacking access.
- Adoption and support of new and emerging transportation technologies will further expand travel options throughout the city and will contribute toward the City's climate goals and improving public health by reducing vehicle-related emissions.
- The transportation network will leverage connections across travel modes and be well-integrated with land use and density of housing to support access to jobs, services, schools, affordable and healthy food options, parks and green spaces, and other destinations while reducing reliance on the automobile and single occupancy vehicle travel. As this is achieved, provision of parking will be coordinated with urban form goals, while mitigating potential impacts to neighborhoods and respecting the needs of residents, businesses, employees, visitors, and others.
- Charlottesville is part of a regional network and the City will be an active partner in planning and implementing a regional transportation demand management program as well as bicycle and pedestrian, rail, and bus transit improvements.

Overview of Chapter Goals *(Specific outcomes related to achieving the Community Vision)*

Goal 1. **Complete Streets**: Create and maintain a connected network of safe, convenient, and pleasant accommodations for pedestrians, bicyclists and people with disabilities and transportation facilities for people of all ages and abilities.

Goal 2. **Coordination with Land Use & Community Design**: Improve quality of life and promote active living by reducing automobile congestion and supporting multimodal options for safe and convenient travel within and between nodes identified in the Future Land Use Plan.

Goal 3. **Efficient Mobility**: Maintain a safe and efficient transportation system to provide mobility and access.

Goal 4. **Parking Supply and Management**: Provide a balanced approach to parking that supports economic vitality, achieves urban form goals, minimizes environmental impacts, and accommodates pedestrians, bicycles, transit users, and disabled individuals.

Goal 5. **Transit System**: Support a robust transit system that increases local and regional mobility and provides a reliable and efficient alternative for Charlottesville's residents, workers, and visitors.

Goal 6. **Regional Transportation**: Continue to work with appropriate governing bodies to create a robust regional transportation network.

Goal 7. **Sustainable Transportation Infrastructure**: Manage City-owned transportation assets and equipment in equitable, efficient, innovative, and environmentally responsible ways.

Goal 8. **Infrastructure Funding**: Identify and seek new sources of sustainable funding mechanisms for the maintenance of existing multimodal infrastructure and facilities and future development of the transportation system.

Chapter Topic: Transportation

Goals and Strategies

Goal 1. Complete Streets: Create and maintain a connected network of safe, convenient, and pleasant accommodations for pedestrians, bicyclists and people with disabilities and transportation facilities for people of all ages and abilities.

Related Guiding Principle(s):

- *Connections & Access, Equity & Opportunity*

Measures of Progress:

- *Reporting on performance measures from the Bicycle and Pedestrian Plan (page 92 of that plan)*
- *WalkScore by neighborhood*
- *# of projects completed to incorporate the design features outlined in the Streets that Work Plan into the city's streets*
- *# of projects completed to incorporate the design features identified in the ADA Transition Plan*
- *% of commercial and employment centers, grocery stores/food access locations, transit routes, schools, and parks with pedestrian connectivity within ¼ mile*
- *# of injuries and fatalities related to transportation*

Strategy 1.1 Continue to implement projects from the City's Bicycle and Pedestrian Master Plan and Streets that Work Plan, prioritizing underserved neighborhoods, locations lacking connectivity, and improvements needed within Future Land Use Map nodes and corridors.

Sub-strategies:

- Analyze locations needing convenient, safe, and accessible pedestrian connections within ¼ mile of all commercial and employment centers, grocery stores/food distribution locations, transit routes, schools, parks, and corridors/nodes identified on the Future Land Use map. This may include sidewalks, curb ramps, staircases (where ramps are not feasible) and other features.
- Continue to include bicycle, pedestrian, ADA, and transit (including pupil transit) accommodations and improvements as part of planning and design of all major road projects (including paving) and all new development.
- Continue to implement recommended design features that improve the safety and comfort level of all users and contribute to the City's environmental goals. This may include street trees within buffers, street furniture, and adequate sidewalk widths.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Parks & Recreation, Public Works, BPAC, City Council, Private Sector
- Timeframe: Ongoing; annual updates on implementation
- Source: 2018 draft Transportation chapter

Strategy 1.2 Consistently apply universal design features, including ADA (Americans with Disabilities) standards as outlined in the ADA Transition Plan, and ensure that sidewalks are free of obstructions and that accessible curb ramps exist at all pedestrian crossings where conditions allow.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, BPAC, ADA Advisory Committee, Private Development
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 1.3 Create safe walking and biking routes to every public school in the city, prioritizing schools with the highest percentages of free and reduced lunch participants.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, BPAC, City Council, Charlottesville City Schools, School Board
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Chapter Topic: Transportation

Strategy 1.4 **Address traffic calming needs to create safer streets in collaboration with neighborhood residents and as part of the development process.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, BPAC, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter, *Cville Plans Together* process

Strategy 1.5 **Continue to require new development and redevelopment projects, where applicable, to provide temporary bicycle and pedestrian access when such access is affected by construction activities for the development.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 1.6 **Track and map fatalities and serious injuries on the city's streets and trails to identify areas of concern.**

Sub-strategy:
- Consider development of a Vision Zero strategy in Charlottesville, to work toward a goal of zero fatalities or serious injuries on the city's streets.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Neighborhood Development Services (NDS), Parks & Recreation, Public Works, Bicycle and Pedestrian Advisory Committee (BPAC), City Council, Police Department
- Timeframe: 1-2 years
- Source: Staff

Goal 2. Coordination with Land Use & Community Design: Improve quality of life and promote active living by reducing automobile congestion and supporting multimodal options for safe and convenient travel within and between nodes identified in the Future Land Use Plan.

Related Guiding Principle(s):
- *Connections & Access*

Measures of Progress:
- *Summary of updates to City regulations*
- *% development or redevelopment projects or City roadway projects that minimize curb cuts*
- *# bicycle parking locations within the public right-of-way*
- *# bicycle parking locations included with development projects*

Strategy 2.1 **Update City regulations (including zoning and the Standards and Design Manual), where appropriate, to enable design techniques that encourage urban scale and walkable communities.**

Sub-strategies:
- Where existing streets are very narrow or have other restrictions that cause them to be unable to conform to standard modern requirements, consider and allow for other strategies that increase safety and walkability.
- Improve walking and biking conditions by discouraging and/or minimizing curb cuts for driveways, garages, etc. in new development and redevelopment and provide funds to strategically close existing curb cuts on priority walkways.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: NDS, Planning Commission, City Council, Private Development
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter, *Cville Plans Together* process

Strategy 2.2 **Implement and encourage improved amenities for non-motorized travelers, including those needed to support multimodal travel by residents, workers, and visitors.**

Sub-strategies:

- Require new developments to provide on-site amenities such as transit shelters, bicycle storage (racks/lockers), and shower/locker room facilities.
- Continue to require bicycle parking with new development, and continue to provide bicycle parking within the public right-of-way to support local businesses.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Public Works, CAT, OED, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Goal 3. Efficient Mobility: Maintain a safe and efficient transportation system to provide mobility and access.

Related Guiding Principle(s):

- *Connections & Access*

Measures of Progress:

- *# shared mobility hot spots and usage by neighborhood*

Strategy 3.1 Encourage new street connections and alternate traffic patterns, where appropriate, to improve connectivity; reduce trip lengths for all users; and distribute traffic volumes across the street network.

Sub-strategies:

- Using the approved Procedures for the Alteration of Streets, Alleys, Public Rights-of-Way and Public Easements (September 2019), consider the promotion of paper streets (a road or street that appears on maps but has not been built) and alley improvements, particularly where they can improve neighborhood connectivity to services, with a focus on communities currently lacking these services.
- Consider formalization of informal paths such as desire lines for safe, convenient parallel connections to schools, parks, and other destinations.
- Upgrade certain quiet or informal off-street paths to a standard that will allow residents of all ages and abilities to use them for walking and biking. This could include paths that follow sewer lines or other infrastructure installations, and could also include formalization of desire lines (informal paths created by people walking where there are not sidewalks or other infrastructure currently in place).

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Public Works, City Council, Fire Marshall
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter, Staff, *Cville Plans Together* process

Strategy 3.2 Expand the use of Transportation System Management techniques such as Intelligent Transportation Systems to coordinate traffic signals and communicate emergencies, weather, and incidents to drivers.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 3.3 Minimize the effects of congestion on commuters and the movement of goods through such strategies as: signal coordination, parking management techniques that reduce the need to circle for a parking spot, encouragement of off-peak deliveries, exploring opportunities to integrate new technology and promotion of sustainable modes of transportation.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Economic Development, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Chapter Topic: Transportation

Strategy 3.4 **Create centers for shared mobility and transit in the Downtown and University areas and eventually a network of neighborhood nodes.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, CAT, UVA
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 3.5 **Promote pedestrian safety and convenience by adjusting signal timing, optimizing speed limits and reconfiguring lanes (where appropriate) to reduce vehicle/ pedestrian conflicts.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 3.6 **Make it easier for residents and visitors to find their way around town via low-stress routes by adding signage or indicators, including both direction and distance and/or travel time.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works
- Timeframe: 2-3 years
- Source: *Cville Plans Together* process

Strategy 3.7 **Consider and address the impacts that emerging technologies may have on the future capacity needs of the transportation network, environmental sustainability goals of the City, as well as their potential impacts on land use planning/ design. These technologies may include, but are not limited to, shared mobility (e.g., bike share, car share), autonomous vehicles, buses and micro-transit, online goods delivery, electric vehicles, etc.**

Sub-strategies:
- Develop policies and programs to promote the use of such technologies, as appropriate.
- Encourage commercial entrants by establishing a clear regulatory framework, and work with UVA to create public fleets as appropriate.
- Evaluate demographics of early adopters and ensure shared mobility benefits are accessible in an equitable way.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, BPAC, City Council, UVA
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Goal 4. **Parking Supply and Management: Provide a balanced approach to parking that supports economic vitality, achieves urban form goals, minimizes environmental impacts, and accommodates pedestrians, bicycles, transit users, and disabled individuals.**

Related Guiding Principle(s):
- *Connections & Access*

Measures of Progress:
- *# projects with reduced parking requirements (and # parking spaces reduced)*
- *# City-owned or co-owned parking spaces converted to shared parking*

Chapter Topic: Transportation

Strategy 4.1 Review completed parking studies and evaluate/prioritize strategies for implementation throughout the city.

Sub-strategies:

- Identify, evaluate, and adopt appropriate "best practices" for parking management to more effectively and equitably manage parking resources.
- Where pricing strategies will be considered, evaluate the potential impacts on low-income and other marginalized communities.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parking Advisory Panel, OED, Public Works, City Council
- Timeframe: 2-3 years
- Source: 2018 draft Transportation chapter, *Cville Plans Together* process

Strategy 4.2 Examine the possibility of phasing out minimum parking requirements in locations where sufficient transit service and bicycle and pedestrian facilities are in place, and manage parking demand to prevent consistent disruptive on-street parking spillover into residential areas.

Sub-strategy:

- Reduce parking requirements in nodes and corridors identified on the Future Land Use Map when a development proposal includes strategies that can be demonstrated to reduce vehicle trips to and from the development.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, OED, Public Works, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 4.3 Examine investment in municipal, shared parking facilities in strategic locations to foster more efficient land use and reduce surface parking.

Sub-strategies:

- Look for opportunities for these facilities to support production of more affordable housing by reducing parking-related development costs.
- Such facilities should also aim to leverage and connect well with transit, bicycle, and pedestrian transportation systems.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 4.4 Evaluate the potential development of suburban park and ride/park and bike facilities and provision of express transit service to and from these during peak demand periods to reduce traffic congestion into and out of the city's urban core and employment areas.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: TJPDC, CAT, OED, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 4.5 Explore policies and programs to promote and allow integration of electric vehicle charging infrastructure within the city.

Sub-strategies:

- Develop consistent signage and minimum design standards for electric vehicle charging for integration into the Standards and Design Manual.
- Encourage and support integration of electric vehicle charging in publicly accessible places throughout the community.
- Explore standards for EV-Ready buildings and promote these standards, particularly for residences.
- **Integrate electric vehicle charging in Park & Ride and commuter parking locations.**

Implementation:

- Potential Implementation Lead & Partners: Public Works, Planning Commission, City Council, Public Works

- Timeframe: 1-2 years
- Source: 2018 draft Transportation chapter

Goal 5. Transit System: Support a robust transit system that increases local and regional mobility and provides a reliable and efficient alternative for Charlottesville's residents, workers, and visitors.

Related Guiding Principle(s):

- *Connections & Access, Equity & Opportunity*

Measures of Progress:

- *% of low-income population with access to transit within ¼ mile*
- *% of households with no vehicle that have access to transit within ¼ mile*
- *Transit ridership*

Strategy 5.1 Participate in the development of the Charlottesville Area Regional Transit Vision Plan to develop a transit system that adequately and equitably serves the residents of the entire Charlottesville-Albemarle community. Ensure that community opportunities to participate are distributed widely.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CAT, TJPDC, CAT, NDS, City Council
- Timeframe: Immediate (within 1 year)
- Source: 2018 draft Transportation chapter, *Cville Plans Together* process

Sub-strategies:

- Look for ways to expand transit service, improve reliability, and increase ridership by providing more frequent service, and a longer span of service, on all routes along corridors and connecting nodes indicated on the Future Land Use Plan such that these areas of the city are served by transit in a manner that is equivalent to the time it takes to drive.
- Encourage community discussion of trade-offs between better access to routes and greater frequency of service.
- Include evaluation of Sunday and after-dark bus service and route restructuring.
- Include assessment of locations needing improved accessed to transit via walking or bicycling.

Strategy 5.2 Ensure that transit is financially accessible to all residents and those who work in the city, including low-income populations, the elderly, and those with disabilities.

Sub-strategies:

- Evaluate ways to continue fare-free service provision.
- Consider a new bus or micromobility (e.g., shared bicycles, scooters) pass to provide free or subsidized rates for low-income residents that qualify for SNAP or WIC.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CAT, Social Services, OED, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter, *Cville Plans Together* process

Strategy 5.3 Work with appropriate agencies to evaluate the use of Intelligent Transportation System (ITS)/transit signal priority to promote transit efficiency.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CAT, Public Works, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 5.4 Explore innovative approaches, including partnerships with employers and retail nodes, to increasing ridership of public transit, especially for first time riders.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: RideShare, Public Works, CAT
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Chapter Topic: Transportation

Strategy 5.5 **Evaluate transit services to food access points and consider incorporating new bus stops near these locations, which may include community and school gardens, farmers markets, grocery stores, emergency food banks, soup kitchens, and nutritional services.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CAT, NDS
- Timeframe: 1-2 years
- Source: 2018 draft Transportation chapter

Goal 6. Regional Transportation: Continue to work with appropriate governing bodies to create a robust regional transportation network.

Related Guiding Principle(s):

- *Local & Regional Collaboration; Connections & Access*

Measures of Progress:

- *Regional mode share % – may include Non-auto Driver Mode Share (NADMS) data gathered by the future TDM program (measured against goals to be established by that program)*
- *Regional Vehicle Miles Traveled (VMT)*

Strategy 6.1 **Evaluate the potential to fund and create a regional Transportation Demand Management program designed to reduce traffic congestion and shift commuter transportation patterns to non-auto modes.**

Sub-strategies:

- The program should develop strategies to increase the non-auto-driver mode share by working with employers to encourage the use of non-auto modes of transportation by employees. This could include encouraging local employers to use techniques such as flexible work hours, individualized trip planning, parking cash out and other financial incentives for using alternative modes of commuting, to preserve the traffic-moving capacity of the arterial roadway network. This could also include promotion and marketing of public transit, ridesharing, bicycling, and walking with all potential users.
- Encourage existing and new employment and business centers to participate in the region's Rideshare and car/vanpooling programs.
- The program should work with the City of Charlottesville Parking Program on collaborative strategies to reduce parking demand.
- To better understand the transportation system, under this program, data on the current commuter patterns should be gathered annually. This may include surveys related to current multimodal transportation including biking, vehicle miles traveled, and single occupancy vehicle trips.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CAT, RTP, OED, NDS, City Council, Public Works
- Timeframe: 1-2 years
- Source: 2015 Nelson Nygaard Comprehensive Parking Study

Strategy 6.2 **Actively work with partners to plan for and improve regional connectivity for bicycle, pedestrian, and transit travel.**

Sub-strategies:

- Coordinate to create transit, trail, and/or multi-use path links between the Charlottesville's existing pedestrian infrastructure and regional trails and destinations (including Monticello).
- Develop and enhance recreational and transportation trails to ensure consistency of bicycle and pedestrian facilities across city/county boundaries.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: VDOT, Department of Rail & Public Transportation (DRPT), TJPDC and the Regional Transit Partnership (RTP), Albemarle County, JAUNT, UVA, NDS, City Council, Public Works, CAT, Monticello Foundation, BPAC
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 6.3 **Actively collect information regarding regional travel patterns, such as origin destination data and bicycle and pedestrian counts to improve access to destinations within the city and region emphasizing nodes and corridors identified on the Future Land Use Map.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: TJPDC/MPO, Public Works, VDOT, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 6.4 **Support and expand Amtrak rail service in Charlottesville.**

Sub-strategies:

- Coordinate with state planning related to the Commonwealth Corridor and other planned state investments in rail travel to or through Charlottesville.
- Work with partners in the Public and Private sector to upgrade the railroad station so it can better handle existing service, be well positioned to handle increased service, and be more accessible for passengers with disabilities

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Public Works, TJPDC, City Council, DPRT, Amtrak
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter, Staff

Strategy 6.5 **Support the Charlottesville Area Regional Airport and encourage robust competition for airport service providers.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Goal 7. Sustainable Transportation Infrastructure: Manage City-owned transportation assets and equipment in equitable, efficient, innovative, and environmentally responsible ways.

Related Guiding Principle(s):

- *Connections & Access, Environmental Stewardship & Sustainability*

Measures of Progress:

- *# of electric vehicle charging locations*
- *Green infrastructure incorporated as part of transportation projects (# trees, etc.)*

Strategy 7.1 **Develop policies and strategies to incorporate green infrastructure as an integral part of transportation planning, incorporating considerations from GreenPrint 1.0 and collaboration with partner organizations.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Parks & Recreation, NDS, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 7.2 **Continue to perform regular maintenance and assess life-cycle costs on existing transportation-related equipment and facilities to maximize capital investment and minimize air, water, and noise pollution.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Parks, Fleet, CAT, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 7.3 **Where feasible, use alternative energy sources to power equipment, such as solar powered beacons, generators, and battery storage for lighting.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners:

Public Works, Parks & Recreation, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 7.4 **Reduce vehicle-related emissions through reduced vehicle miles traveled citywide, anti-idling efforts, increased use of alternative fuel vehicles, and increased fuel efficiency by through fleet updates.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, CAT, Parks & Recreation, Pupil Transportation, City Council
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter, 2018 draft Transportation chapter, *Cville Plans Together* process

Goal 8. Infrastructure Funding: Identify and seek new sources of sustainable funding mechanisms for the maintenance of existing multimodal infrastructure and facilities and future development of the transportation system.

Related Guiding Principle(s):
- *Connections & Access*

Measures of Progress:
- *# grant applications (and $ amount requested)*
- *% successful grant applications*

Strategy 8.1 **Develop creative means of increasing private revenue for transit, including working with landlords to bundle access passes with rent and seeking donations to support the Free Trolley.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CAT, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 8.2 **Prioritize funding for regular maintenance to preserve and sustain investments in our transportation system.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, CAT, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 8.3 **Identify additional funding sources for transportation improvements including grants, public/private partnerships, and potential system operations revenues.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, CAT, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 8.4 **Evaluate statewide changes in transportation funding and propose necessary revisions.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, CAT, City Council, TJPDC/MPO
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 8.5 **Coordinate the funding and development of transportation facilities with regional transportation and land use plans, and with planned public and private investments.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: TJPDC, OED, Public Works, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 8.6 **Explore the possibility of establishing a Transportation District or impact fee service areas for road improvement projects, and determine the feasibility of implementing these approaches on routes/corridors connecting downtown and other strategically important nodes identified on the Future Land Use Map.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Public Works, NDS, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 8.7 **Seek opportunities for private donations of trail easements and construction of trail enhancements such as bridges or interpretive signage.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Parks & Recreation, City Council, Private Developers
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 8.8 **Develop a plan for a dedicated funding source to support transit development and operation of high frequency service on all routes with emphasis on routes/corridors connecting downtown and other strategically important nodes identified on the Future Land Use Map.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CAT, RTP, City Council
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Chapter Topic: Environment, Climate, and Food Access

Community Vision Statement *(Overall Future Outcome Envisioned for this Chapter's Topic)*

- Charlottesville will be an environmental leader, with healthy air, water, and ecosystems, as well as ample, high-quality, and accessible open space and natural areas, and a preserved and enhanced tree canopy. The Rivanna River and other waterbodies will be celebrated and protected, and environmentally-sound community access will be enhanced.
- Charlottesville's built environment will utilize green infrastructure and encourage healthy and low-carbon lifestyles by supporting walking, bicycling, and transit use, and access to outdoor public spaces and natural areas.
- Charlottesville's land use patterns will be well-integrated with its transportation network and will equitably balance land use, housing, transportation, environmental, and climate goals.
- The City and the Charlottesville community will work to create a more just and healthy food system through access to healthy foods for all residents, urban agriculture, transportation food pathways, and affordable food markets.
- The City and the Charlottesville community will continue to work toward meeting the goal of a 45% reduction in greenhouse gas emissions by 2030 (from 2011 levels) and carbon neutrality by 2050, accelerating greenhouse gas emission reductions where possible.
- The City, with the cooperation with the Charlottesville community, will both mitigate and prepare for the potential impacts of climate change by increasing reliable access to and use of clean energy sources, improving building energy performance, pursuing resilience and adaptation strategies, promoting sustainable waste management, and utilizing food & climate equity approaches.

Overview of Chapter Goals *(Specific outcomes related to achieving the Community Vision)*

Goal 1. **Climate Change, Emissions, and Energy**: Reduce community greenhouse gas (GHG) emissions and the city's overall carbon footprint to meet goals established for 2030 (45% reduction in greenhouse gas emissions from 2011 levels) and 2050 (carbon neutrality).

Goal 2. **Resilience and Adaptation**: Prepare for the impacts of climate change.

Goal 3. **Water Resources Protection**: Protect, enhance, and restore the integrity of the city's water resources.

Goal 4. **Resilient and Equitable Local Food System**: Increase resilience and equitability of the local food system and urban agriculture, including access to healthy foods for all neighborhoods.

Goal 5. **Urban Ecosystems**: Pursue healthy, interconnected urban ecosystems that deliver valuable ecosystem services, and support diverse native plant communities and wildlife habitats.

Goal 6. **Tree Canopy**: Promote practices that contribute to a robust urban forest.

Goal 7. **Water Conservation**: Promote and implement citywide water efficiency.

Goal 8. **Materials Recovery and Waste Management**: Promote and implement strategies for sustainable materials management to decrease environmental impacts.

Chapter Topic: Environment, Climate, and Food Access

Goals and Strategies

Goal 1. Climate Change, Emissions, and Energy: Reduce community greenhouse gas (GHG) emissions and the city's overall carbon footprint to meet goals established for 2030 (45% reduction in greenhouse gas emissions from 2011 levels) and 2050 (carbon neutrality).

Related Guiding Principle(s):

- *Environmental Stewardship & Sustainability; Local & Regional Collaboration*

Measures of Progress:

- *GHG emission reduction levels*
- *Energy demand for all buildings per square foot*
- *Number of renewable energy systems installed onsite; and % use of carbon-free electricity consumption*

Strategy 1.1 Once finalized, implement the Climate Action Plan (CAP), with a focus on equity and regular community and stakeholder involvement throughout the implementation process and at interim check points.

Sub-strategies:

- The City government should lead by example on implementing emissions reduction strategies.
- Support action within key community sectors (such as residential, commercial, and transportation) through policy, education, and program strategies.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, Public Works, Neighborhood Development Services (NDS), City Manager's Office, OED.
- Timeframe: Ongoing
- Source: CAP process

Strategy 1.2 Per the commitments made by joining the Compact of Mayors (now merged with Global Covenant of Mayors for Climate and Energy) in 2017, publicly report GHG inventory data for the city as well as climate hazards and vulnerabilities faced by the city.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 1.3 Improve energy performance of existing and new buildings community-wide through City policy standards and leverage of local partner resources.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, NDS, City Manager's Office.
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 1.4 Promote effective and innovative energy and fuel management in both City- and privately-owned buildings and operations.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 1.5 Pursue use of and promote cleaner sources of energy (e.g., renewable energy strategies) community-wide.

Sub-strategies:

- Consider local policies and incentivizes to promote the expansion of solar power in residential homes.
- Investigate feasibility of siting solar power on appropriate municipal buildings.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter, *Cville Plans Together* process

Strategy 1.6 **Encourage new development to design, construct, and operate with a reduced emissions footprint by encouraging high performance, green buildings, green sites, and green neighborhood standards and practices such as the U.S. Green Building Council's (USGBC) LEED certification program, Earthcraft, Energy Star, or other similar systems.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, NDS.
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 1.7 **As appropriate, create policy and financial incentives to encourage increased building and site performance that reduce GHG emissions and the city's overall carbon footprint.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, NDS, Economic Development
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Goal 2. Resilience and Adaptation: Prepare for the impacts of climate change.

Related Guiding Principle(s):

- *Environmental Stewardship & Sustainability; Equity & Opportunity*

Measures of Progress:

- *Completion of climate hazard risk assessment*
- *Identification of climate resiliency and adaptation strategies, with information about community involvement demographics*

Strategy 2.1 **Prepare a climate hazard risk assessment.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: 2-3 years
- Source: CAP Process

Strategy 2.2 **Develop and implement strategies to address climate resiliency and adaptation needs, with a focus on equity and regular community and stakeholder involvement throughout the process.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: 2-3 years
- Source: CAP Process

Goal 3. Water Resources Protection: Protect, enhance, and restore the integrity of the city's water resources.

Related Guiding Principle(s):

- *Environmental Stewardship & Sustainability, Local & Regional Collaboration*

Measures of Progress:

- *Rivanna River and stream water quality indicators*
- *Pollutant reductions achieved through drainage programs*

Strategy 3.1 **To demonstrate the value of the Rivanna River as a major natural asset with unique opportunities, adopt the forthcoming Rivanna River Corridor Plan as an amendment to this plan and implement in conjunction with the TJPDC and Albemarle County.**

Sub-strategies:

- Work with regional partners to restore the Rivanna River to a healthy condition within our ecosystem through improvement of habitat, watershed health, and water quality.

- Ensure that planning for future land and recreational uses along the Rivanna River adequately protects water quality.
- Improve regional access to the river.
- Promote a harmonious balance of riverine ecosystem services, recreation, and development that supports health, safety, and prosperity.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, TJPDC, Albemarle County, NDS, Parks & Recreation, Public Works
- Timeframe: 1-2 years
- Source: 2018 draft Environment chapter, *Cville Plans Together* process

Strategy 3.2 **Continue to implement the Water Resources Protection Program (WRPP) to meet a range of water resources goals and challenges, including regulatory compliance, stormwater conveyance infrastructure rehabilitation, drainage issues, and water quality stewardship.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 3.3 **Implement the Water Resources Master Plan capital improvement programs (CIPs) to make drainage and water quality improvements and comply with federal and state-mandated pollutant reductions required as part of the Chesapeake Bay Total Maximum Daily Load (TMDL).**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, City Council
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 3.4 **Repair, enhance, and maintain City-owned stormwater management and conveyance infrastructure, utilizing green stormwater infrastructure where practicable. Focus improvements equitably in areas with the greatest amount of impervious surface.**

Sub-strategies:

- Reduce loss of open waterways and associated natural habitats by discouraging additional underground piping of city streams and encouraging daylighting of piped streams.
- Explore the appropriateness of watershed scale compliance strategies to meet project and site-specific stormwater management regulatory requirements without exacerbating adverse impacts to waterways with existing water quality impairments.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 3.5 **Protect water quality of the Rivanna River and local streams.**

Sub-strategies:

- Continue public acquisition of natural areas along waterways to enable management strategies that protect water and habitat quality.
- Enforce the existing 100' stream buffer and consider locations for expansion of this protection.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks and Recreation, City Council
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 3.6 **Encourage property owners to implement water resources stewardship practices through educational materials and incentives, with a focus on retrofitting sites that lack adequate stormwater treatment.**

Sub-strategy:

- Provide technical assistance and educational outreach regarding water resources stewardship for private property owners.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, property owners
- Timeframe: To be determined
- Source: 2018 draft Environment chapter

Strategy 3.7 **Collaborate and cooperate with Rivanna watershed stakeholders to focus on watershed and stormwater management, including education and outreach efforts.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Parks and Recreation, NDS, Albemarle County, UVA, property owners, businesses, developers, and community groups
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Goal 4. Resilient and Equitable Local Food System: Increase resilience and equitability of the local food system and urban agriculture, including access to healthy foods for all neighborhoods.

Related Guiding Principle(s):

- *Equity & Opportunity, Environmental Stewardship & Sustainability, Local & Regional Collaboration*

Measures of Progress:

- *Acreage of urban farms and gardens*
- *Pounds of food produced by local urban agriculture*
- *% community within walking distance (1/2 mile) to a grocery store or food market by Neighborhood Planning Area*

Strategy 4.1 **Evaluate recommended standards for open space and how those could be implemented to support urban agriculture production and food availability, especially for low-income populations and residents previously displaced through redevelopment.**

Sub-strategies:

- Promote and protect green and urban agriculture spaces distributed throughout the city, especially in or near public and subsidized housing sites, for the sustainable production of locally grown foods or community gardens; leverage resources with local partners. Look for ways to allow and encourage urban agriculture in yards and on rooftops, through zoning and other processes.
- Define a process to make both community and shared garden spaces more equitable and accessible to residents without private land.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks and Recreation, NDS, local partners
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter, *Cville Plans Together* process

Strategy 4.2 **Investigate ways to incorporate food equity practices such as urban agriculture, edible landscaping, and water conservation into the Parks & Recreation Strategic Master Plan.**

Sub-strategies:

- As part of parks planning and other efforts, strategically invest in preserving green space for community food security purposes.
- Utilize a community-based approach that leverages public and private partnerships as well as resident leadership in conducting an urban agriculture land availability assessment and prioritization.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks and Recreation, Community partners, Public Works (Environmental Sustainability Division)
- Timeframe: 2-3 years

- Source: *Cville Plans Together* process

Strategy 4.3 **Promote sustainable resource strategies for urban agriculture (e.g., soil health, nutrient inputs, water collection, efficient irrigation) including during development and redevelopment projects, in low-income census tracts, and throughout the city.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Parks and Recreation
- Timeframe: To be determined
- Source: 2018 draft Environment chapter, *Cville Plans Together* process

Strategy 4.4 **Commit to eliminating food deserts through strategic support and collaboration of organizations, community members, health institutions, and City departments focused on cultivating healthy food access through programs and supporting the creation of affordable markets in or within walking distance to low-income neighborhoods.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CCS, City Council, Parks and Recreation, Community partners
- Timeframe: To be determined
- Source: *Cville Plans Together* process

Goal 5. Urban Ecosystems: Pursue healthy, interconnected urban ecosystems that deliver valuable ecosystem services, and support diverse native plant communities and wildlife habitats.

Related Guiding Principle(s):

- *Environmental Stewardship & Sustainability*

Measures of Progress:

- *% pervious surfaces by Neighborhood Planning Area*
- *Reduction in impact of invasive species*

Strategy 5.1 **Use green infrastructure, including strategies outlined in GreenPrint 1.0, to improve stormwater management, flood mitigation, air and water quality, habitat, species migration, connectivity, and livability. Ensure that all neighborhoods are considered for these improvements, particularly where there is currently a lack of green infrastructure.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Parks and Recreation
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 5.2 **Improve stream and vegetated buffer conditions to increase wildlife and aquatic habitat, groundwater recharge and stream base flow, decrease stream temperature, provide a food source for aquatic organisms, improve water quality by decreasing sedimentation, and improve environmental aesthetics.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Parks and Recreation
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 5.3 **Promote and participate in programs to establish conservation or open space easements of forested stream-side lands to ensure permanent protection; in particular, this should include those programs that prioritize, protect, or improve water quality flooding impacts, allow for species migration due to climate change, and provide recreational amenities accessible by foot, bicycle, and/or transit.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Parks and Recreation

- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 5.4 **Continue public stewardship of lands and associated habitats through showcase conservation and improvement projects and education.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, Parks and Recreation
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 5.5 **Plant and promote the use of regionally-adapted, native, and drought tolerant plants, including these as part of turf-to-forest conversions and pollinator gardens.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks and Recreation, Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 5.6 **Support the conservation of local and regional biodiversity, and promote the protection and enhancement of natural plant communities and wildlife habitat.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks and Recreation, Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 5.7 **Manage invasive plant and animal species in support of healthy native plant and animal communities.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks and Recreation, Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Goal 6. Tree Canopy: Promote practices that contribute to a robust urban forest.

Related Guiding Principle(s):
- *Environmental Stewardship & Sustainability, Equity & Opportunity*

Measures of Progress:
- *% tree canopy coverage by Neighborhood Planning Area*

Strategy 6.1 **Monitor, protect, and expand the urban tree canopy cover both at citywide and neighborhood levels.**

Sub-strategies:
- Continue to implement the Urban Forest Management Plan to protect quality of air, water, and lands; manage stormwater; provide shading; absorb CO2.
- Address invasive species, diversity, and distribution.
- As the Urban Forest Management Plan is updated, ensure that it describes ways to manage and expand the urban forest as an environmental justice solution to provide equity among all demographics and communities across the city.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks and Recreation, Tree Commission
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 6.2 **Include trees, as practicable, in all priority streetscape plans (e.g., framework streets, safe routes to school, Strategic Investment Areas). Work). Work to preserve existing healthy trees whenever streets are modified.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Chapter Topic: Environment, Climate, and Food Access

Strategy 6.3 **Develop methods to support retaining and increasing healthy tree canopy on private lands. Consider the effectiveness of incentives as well as new requirements.**

Sub-strategy:

- Study site plan requirements to update them with increased tree protection elements.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks and Recreation, Tree Commission, Community Tree Advocacy Groups, NDS, Public Works, City Attorney
- Timeframe: 2-3 Years
- Source: 2018 draft Environment chapter

Strategy 6.4 **Use the maps of Green Infrastructure Possible Planting Areas from GreenPrint 1.0 to inform tree planting prioritization, in addition to considering prioritization of underserved communities and neighborhoods experiencing related impacts such as Urban Heat Islands.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks and Recreation, Public Works, Park & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter, *Cville Plans Together* process

Goal 7. Water Conservation: Promote and implement citywide water efficiency.

Related Guiding Principle(s):

- *Environmental Stewardship & Sustainability; Local & Regional Collaboration*

Measures of Progress:

- *Water use efficiency metrics*

Strategy 7.1 **Continue evaluating water use in City-owned buildings and other operations to identify conservation opportunities.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 7.2 **Maintain an extensive community focused outreach campaign through education and incentive programs to maintain or further decrease average water consumption.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 7.3 **Explore opportunities with community partners to improve water efficiency.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Goal 8. Materials Recovery and Waste Management: Promote and implement strategies for sustainable materials management to decrease environmental impacts.

Related Guiding Principle(s):

- *Environmental Stewardship & Sustainability; Local & Regional Collaboration*

Measures of Progress:

- *% of waste diverted to recycling or compost*
- *# households participating in recycling programs*

Strategy 8.1 **Assess the success of current public and private recycling efforts and explore opportunities to expand public and private recycling (including appliance collection), composting, source reduction, other waste stream diversion, and other waste management innovations.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter, *Cville Plans Together* process

Strategy 8.2 **Maintain lines of communication with neighborhood and business associations, major employers, and representatives of high density housing districts so that solid waste management services are adaptably delivered to promote economic development, enhanced walkability, public health and safety, landfill diversion, and compliance with all federal and local requirements.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Environment chapter

Strategy 8.3 **Through education initiatives and incentive programs, encourage the increased use of composting to reduce landfill waste, reduce greenhouse gas emissions, and support urban landscaping and agriculture.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: To be determined
- Source: Staff

Chapter Topic: Economic Prosperity and Opportunity

Community Vision Statement *(Overall Future Outcome Envisioned for this Chapter's Topic)*

- Charlottesville's economy will be vibrant and resilient, with a diversified and broadened economic base.
- The City will connect the community to meaningful opportunities for inclusive wealth creation. The building of career ladders of opportunity and economic mobility will be bolstered by ensuring that local economic growth is paired with the development of employment, training, and other opportunities for residents.
- Charlottesville's land use and economic development programs will be supportive of businesses, including existing small and minority-owned businesses as well as new business ventures, and the City will actively participate in community wealth building and regional economic development initiatives.

Overview of Chapter Goals *(Specific outcomes related to achieving the Community Vision)*

Goal 1. **Build Community Opportunities and Workforce Development**: Be an effective partner in helping the community prepare for economic success.

Goal 2. **Sustaining Business**: Generate, recruit, and retain successful businesses and jobs.

Goal 3. **Innovation and Growth**: Create an entrepreneurial environment that fosters the creation and success of businesses.

Goal 4. **Partnerships**: Build partnerships with private sector groups in order to maximize strategic capital investment in targeted areas of Charlottesville, including higher-intensity nodes and corridors identified on the Future Land Use Map.

Goal 5. **Tourism**: Increase tourism to help expand the positive economic impact visitors have on the city.

Goal 6. **Downtown Mall**: Maintain the economic vitality of the Downtown Mall area and foster it as a diverse and welcoming focal point hub of the region, with a vibrant historic district, arts and entertainment, shopping, dining, cultural events, and a dynamic City Market.

Chapter Topic: Economic Prosperity and Opportunity

Goals and Strategies

Goal 1. Build Community Opportunities and Workforce Development: Be an effective partner in helping the community prepare for economic success.

Related Guiding Principle(s):

- *Equity & Opportunity, Local & Regional Collaboration*

Measures of Progress:

- *# of general education/training programs supported, # participants in GO Programs, with demographic information*
- *# of youth programs supported, # participants, with demographic information*
- *# of residents assisted by the Downtown Job Center, with demographic information*
- *# of jobs available in various sectors and average weekly wages*

Strategy 1.1 Create guidelines and incentives to encourage local economic growth to be paired with the development of employment, training, and other opportunities for residents, to help increase opportunities for local wealth creation.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Office of Economic Development (OED)
- Timeframe: 1-2 years
- Source: *Cville Plans Together* process

Strategy 1.2 Continue to develop and expand programs for Charlottesville youth that will expose them to the principles of financial literacy, economics, technology, and entrepreneurship.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Charlottesville City Schools (CCS), Charlottesville-Albemarle Technical Education Center (CATEC), Community Attention, OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.3 Provide support for educational programs that will prepare Charlottesville students for 21st Century jobs in our area's target industries.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CCS, CATEC, Virginia Career Works -- Piedmont Region, Piedmont Virginia Community College (PVCC), OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.4 Develop educational programs/ training that target jobs that are in high demand to ensure that the local workforce has the qualifications needed to find employment within these industries.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Central Virginia Partnership for Economic Development (CVPED), Virginia Career Works -- Piedmont Region, PVCC
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.5 Explore programs/initiatives that offer skilled trades training for Charlottesville residents. Nurture and expand employment opportunities within this industry.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CCS, CATEC, PVCC, OED, Charlottesville Department of Social Services (CDSS), Neighborhood Development Services (NDS) – Section 3, Virginia Career Works – Piedmont Region, CVPED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Chapter Topic: Economic Prosperity and Opportunity

Strategy 1.6 **Partner with local workforce service providers to offer retraining opportunities for Charlottesville residents in order to increase their chances of gaining employment in new and emerging industries.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CDSS, NDS – Section 3, Virginia Career Works - Piedmont Region, PVCC, OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.7 **In collaboration with workforce development agencies in the area, provide recruitment events/activities (e.g., job fairs, conferences, etc.) that connect employers with potential employees of all ages and skill levels.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, CDSS, Local Workforce Development Agencies
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.8 **Collaborate with workforce service providers to help Charlottesville residents overcome barriers to employment such as basic education and training, transportation, childcare, etc.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CDSS, Community Attention, Charlottesville Area Transit (CAT), NDS, OED, Local Workforce Development Agencies
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.9 **Continue to operate the Charlottesville Downtown Job Center to ensure that city residents have access to employment services and training opportunities that will help them meet local employers' workforce needs.**

Sub-strategy:

- Look for ways to increase outreach about these programs, particularly in lower-income communities and neighborhoods.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Goal 2. Sustaining Business: Generate, recruit, and retain successful businesses and jobs.

Related Guiding Principle(s):

- *Equity & Opportunity, Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:

- *# of Small, Women-owned, and Minority-owned (SWaM) certified businesses that are in the city.*
- *# of Small, Women-owned, and Minority-owned (SWaM) certified businesses that are registered vendors in the city.*
- *% of City contracts awarded to Small and Minority-owned Businesses.*
- *# of Small and Minority-owned Businesses provided technical assistance annually.*
- *# of businesses assisted annually through businesses visitation program*

Strategy 2.1 **Implement business recovery strategies to address impacts from COVID-19.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, City Council
- Timeframe: Ongoing
- Source: *Cville Plans Together* process

Chapter Topic: Economic Prosperity and Opportunity

Strategy 2.2 **Continue to nurture the Minority Business Development Program to ensure Charlottesville is an inclusive and supportive environment for minority-owned businesses.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing
- Source: Staff

Strategy 2.3 **Increase the number of certified and non-certified Small, Women-owned, and Minority-owned Business (*SWaM*) certified businesses that are registered vendors in the city.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, Division of Procurement & Risk Management, NDS – Section 3
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.4 **Partner with business assistance agencies and local non-profits to provide training opportunities that will help businesses achieve greater success.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, Local Business Assistance Organizations
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.5 **In order to retain existing businesses, develop and implement a talent development strategy to attract skilled professionals to Charlottesville.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, CVPED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.6 **Continue business visitation program to regularly assess the health of our existing businesses and share information about support programs when relevant.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.7 **Support development and sustainability of small businesses that enhance existing neighborhoods, proposed nodes and corridors, and employment centers.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, Local Business Assistance Organizations
- Timeframe: Ongoing
- Source: 2018 draft Land Use chapter

Strategy 2.8 **Work with Albemarle County and local educational institutions to ensure that economic and workforce development efforts are appropriately aligned to foster business recruitment and retention in the Charlottesville area.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, Albemarle County, PVCC, University of Virginia (UVA)
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.9 **Develop and implement a marketing and communications effort that informs residents and businesses about the products and services offered by the City of Charlottesville Office of Economic Development.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing

- Source: 2018 draft Economic Sustainability chapter

Strategy 2.10 **In order to diversify and broaden the current economic base, to both grow the number of available job opportunities and ensure sustainability of the local economy, consider industries that may address a current gap or future need in Charlottesville (including green jobs) and implement recruitment strategies, partnering these efforts with job training and workforce development strategies.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, CVPED, Albemarle County
- Timeframe: Ongoing
- Source: *Cville Plans Together* process

Strategy 2.11 **Strategy 2.11: Increase the number of contracts awarded to Small and Minority-owned Businesses, including through increased outreach to these businesses in procurement processes.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, Procurement
- Timeframe: Ongoing
- Source: Staff

Goal 3. Innovation and Growth: Create an entrepreneurial environment that fosters the creation and success of businesses.

Related Guiding Principle(s):
- *Equity & Opportunity, Local & Regional Collaboration*

Measures of Progress:
- *# startup businesses receiving assistance*

Strategy 3.1 **Work with partners to help entrepreneurs, including local start-ups, identify locations/sites where they can successfully start and grow their companies.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, partner organizations
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 3.2 **Continue partnerships with the University of Virginia and its affiliated groups, Greater Central Virginia and other large metro areas in the state, in order to maximize the business assistance resources available to entrepreneurs and expand innovative industry locations in Charlottesville.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, Albemarle Country, UVA
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 3.3 **Partner with community organizations to provide relevant training opportunities for startup businesses.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, Local Business Assistance Organizations
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Goal 4. Partnerships: Build partnerships with private sector groups in order to maximize strategic capital investment in targeted areas of Charlottesville, including higher-intensity nodes and corridors identified on the Future Land Use Map.

Chapter Topic: Economic Prosperity and Opportunity

Related Guiding Principle(s):
- *Equity & Opportunity, Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:
- *Vacancy rates for retail and office space*
- *Value of commercial permits annually*

Strategy 4.1 **Explore appropriate incentives for development projects with significant economic impact, with particular emphasis on target industries and those industries that directly address the need for more career ladder job opportunities that will help move city residents towards self-sufficiency (e.g., light manufacturing, semi-skilled trades, green jobs, emerging industries, etc.).**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 4.2 **Work closely with state government, regional organizations, and adjacent jurisdictions to support transit-oriented and transit-accessible employment throughout the region.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, NDS, CAT, Thomas Jefferson Planning District Commission (TJPDC) and other regional entities
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 4.3 **Proactively promote the undertaking of planning and development studies such as Small Area Plans, particularly as these relate to economic development opportunities in strategic areas throughout the city.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, NDS
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 4.4 **Encourage the development of the city's key commercial corridors and surrounding sites (such as West Main Street, Preston Avenue, Harris Street, and Cherry Avenue).**

Sub-strategies:
- Partner with University of Virginia and all other adjacent property owners and residents for continued implementation of the West Main Street Plan.
- Look for ways to support the Cherry Avenue Small Area Plan recommendations.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, UVA, NDS
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 4.5 **Partner with internal and external stakeholders to implement the Strategic Investment Area plan.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Office of Housing & Redevelopment, OED, NDS, City Council
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Goal 5. Tourism: Increase tourism to help expand the positive economic impact visitors have on the city.

Related Guiding Principle(s):
- *Local & Regional Collaboration, Community Culture & Unity*

Measures of Progress:
- *# tourism-supported jobs*
- *Tourism revenue*

Chapter Topic: Economic Prosperity and Opportunity

Strategy 5.1 **Ensure all visitors feel welcome, regardless of race, ethnicity, religion, sexual orientation, gender identity, age, mental/physical disability, citizenship, or other personal or cultural characteristics.**

Sub-strategy:

- Work with regional partners to create inclusive content and share diverse local stories.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CACVB, OED, Albemarle County, Communications
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter, *CACVB Strategic Action Plan*

Strategy 5.2 **Seek out opportunities for public-private partnerships in the provision of infrastructure that supports the tourism industry.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, CACVB, Albemarle County
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 5.3 **Explore ways of creating recreational/ trail access routes to our community's cultural sites and neighborhoods to enhance understanding of Charlottesville's culture and history, and to enhance their effect on Charlottesville's economy.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CACVB, Parks & Recreation, OED, Albemarle County
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter, *CACVB Strategic Action Plan*

Goal 6. **Downtown Mall: Maintain the economic vitality of the Downtown Mall area and foster it as a diverse and welcoming focal point hub of the region, with a vibrant historic district, arts and entertainment, shopping, dining, cultural events, and a dynamic City Market.**

Related Guiding Principle(s):

- *Community Culture & Unity, Equity & Opportunity, Connections & Access*

Measures of Progress:

- *Complete evaluation of ways to make the Downtown Mall more welcoming and inclusive for all and create a summary of implementation strategies*
- *Complete evaluation of ways to connect the Jefferson School City Center to the Downtown Mall*

Strategy 6.1 **Study how the Downtown Mall can be more welcoming and inclusive for people of all social, cultural, racial, ethnic, and economic backgrounds, and take action on findings.**

Sub-strategy:

- Continue to support and maintain the Downtown Mall, as not only the economic and cultural hub of the city, but as a historic, central place that encourages diversity through activities, residences, goods, and services.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Manager's Office, NDS, Parks & Recreation, OED, Public Works
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 6.2 **Evaluate parking demand for new development as it occurs, with particular attention to parking needs Downtown and along the West Main corridor.**

Sub-strategy:

- Coordinate with any future regional Transportation Demand Management efforts.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, NDS, TJPDC, Albemarle County, other regional entities
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 6.3 **Evaluate ways to physically and socially connect the Jefferson School City Center to the Downtown Mall with a plaza, as proposed in the Starr Hill Vision Plan.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Public Works, NDS, Property Owners
- Timeframe: 3-4 years
- Source: 2018 draft Economic Sustainability chapter, *Starr Hill Vision Plan*

Chapter Topic: Community Facilities and Services

Community Vision Statement *(Overall Future Outcome Envisioned for this Chapter's Topic)*

- The City of Charlottesville will ensure that all residents have access to outstanding schools, parks and natural areas, recreational facilities and trails, urban agriculture, civic facilities and public buildings, public services, and the infrastructure needed to support a full range of educational and economic opportunities.
- Effective and efficient utilities and public services will support the health and welfare of residents and the quality of the local and regional environment.
- The City will prioritize equitable and effective emergency response and public safety, with clear strategies aimed at building trust and confidence in all neighborhoods.

Overview of Chapter Goals *(Specific outcomes related to achieving the Community Vision)*

Goal 1. **Efficient Planning for Facilities and Infrastructure**: Prioritize efficient construction and maintenance of all community infrastructure and facilities, and ensure that infrastructure capacity is built and maintained in line with growth or declining demand, as appropriate.

Goal 2. **City Schools**: Improve and maintain public school facilities to continue providing an excellent education to students.

Goal 3. **Government/Public Facilities**: Improve and maintain City government facilities to continue to provide safe, accessible, modernized public facilities and places of employment.

Goal 4. **Emergency Management**: Reduce community, citizen, and employee vulnerability to hazards and improve community resilience in the face of natural and man-made disasters by employing an all-hazards, whole-of-government approach to emergency preparedness, and integrating planning, preparedness, response, and recovery efforts.

Goal 5. **Fire Protection Services**: Provide superior fire and emergency services focused on prevention, preparedness, response, and recovery, and cultivation of a safe, resilient, and self-sufficient community.

Goal 6. **Emergency Medical Services**: Support a resilient, safe community through the provision of the highest quality Emergency Medical Services focused on service delivery, patient outcomes, and responder health and safety.

Goal 7. **Police Department**: Provide safety and protection to all Charlottesville residents, while building community capacity and strengthening relationships.

Goal 8. **Water Infrastructure**: Improve and maintain the water system infrastructure to provide reliable, healthy, and efficient water service to city residents with contingencies for drought conditions.

Goal 9. **Wastewater Infrastructure**: Improve and maintain wastewater infrastructure to provide effective sanitary sewer services to residents and protect public health and water quality.

Goal 10. **Stormwater Conveyance Infrastructure**: Improve and maintain stormwater conveyance infrastructure to provide a safe and effective public drainage system while mitigating related impacts to water resources.

Goal 11. **Gas Infrastructure**: Improve and maintain the existing gas system within city and county limits, expand the system as needed, and provide a safe and efficient service for the community.

Goal 12. **Parks and Recreation (Upgrades)**: Upgrade existing park and recreation infrastructure to current standards and address the value and uses of natural areas.

Goal 13. **Parks and Recreation (Planning and Expansion)**: Plan for the future and expand current inventory of public park and recreation facilities.

Goal 14. Parks and Recreation (Best Practices): Adopt and maintain customized park and recreation facility standards that support a livable community and perform consistent maintenance on all parks and recreation facilities.

Goal 15. Parks and Recreation (Trails and Connectivity): Connect the park system to the community through the development of context- and environmentally-sensitive trails and through the effective and appropriate design of park and recreation facilities.

Goal 16. Parks and Recreation (Facilities and Programs): Develop and implement cost recovery and program standards as they apply to core offerings, services, and facilities.

Chapter Topic: Community Facilities and Services

Goals and Strategies

Goal 1. Efficient Planning for Facilities and Infrastructure: Prioritize efficient construction and maintenance of all community infrastructure and facilities, and ensure that infrastructure capacity is built and maintained in line with growth or declining demand, as appropriate.

Related Guiding Principle(s):

- *Equity & Opportunity, Environmental Stewardship & Sustainability*

Measures of Progress:

- *# roadway improvement projects that are coordinated with timing of other infrastructure improvements*
- *Regular updates related to development, population projections, and infrastructure capacity.*

Strategy 1.1 Ensure that community planning addresses and responds to the impact of population growth on all public facilities, school facilities, and other infrastructure.

Sub-strategy:

- Consider potential future use, through actual and projected population changes, as well as existing infrastructure use, when considering changes in service or investments.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Manager's Office (CMO) , City Council, Neighborhood Development Services (NDS), Public Works, Utilities, Charlottesville City Schools (CCS)
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter, *Cville Plans Together* process

Strategy 1.2 Coordinate timing of water, wastewater, stormwater, and gas infrastructure improvements with efforts to complete Streets that Work plan priorities or others, where possible.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, NDS, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 2. City Schools: Improve and maintain public school facilities to continue providing an excellent education to students.

Related Guiding Principle(s):

- *Equity & Opportunity, Environmental Stewardship & Sustainability*

Measures of Progress:

- *% renovations, repairs, and improvements completed*
- *Updated Memorandum of Understanding*
- *% projects incorporating innovative technology and green building practices, and benefits thereof (environmental benefit, cost savings over time, etc.)*

Chapter Topic: Community Facilities and Services

Strategy 2.1 **Complete all needed renovations, repairs, and improvements according to the Public Works Department's system of prioritization, and in close coordination with Charlottesville City Schools administration and School Board.**

Sub-strategy:
- Address Project Management capacity needs.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO , Public Works, City Council, CCS, School Board
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter, Staff

Strategy 2.2 **Update the Memorandum of Understanding (MOU) developed in 2013 and maintain school properties in accordance with the MOU.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Public Works, City Council, CCS
- Timeframe: 1-2 years
- Source: 2018 draft Facilities chapter

Strategy 2.3 **Implement a school building modernization program to continually redesign internal and external learning spaces that reflect best practices in education.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Public Works, City Council, CCS
- Timeframe: Ongoing through FY24
- Source: 2018 draft Facilities chapter

Strategy 2.4 **Employ innovative technology and green building practices for all eligible capital construction and renovation projects, and in routine maintenance program efforts.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, City Council, CCS
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 2.5 **Develop and maintain detailed inventories of all school facility elements, and develop condition indexes to guide maintenance, replacement, and improvement investments.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, City Council, CCS
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 3. **Government/Public Facilities: Improve and maintain City government facilities to continue to provide safe, accessible, modernized public facilities and places of employment.**

Related Guiding Principle(s):
- *Equity & Opportunity, Environmental Stewardship & Sustainability*

Measures of Progress:
- *% projects incorporating innovative technology and green building practices, and benefits thereof (environmental benefit, cost savings over time, etc.)*

Strategy 3.1 **Employ innovative technology and green building practices for all eligible capital construction and renovation projects, and in routine maintenance and custodial program efforts.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 3.2 **Develop and maintain detailed inventories of all government facility elements and City-owned equipment, and develop condition indexes to guide maintenance, replacement, and improvement investments.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 4. Emergency Management: Reduce community, citizen, and employee vulnerability to hazards and improve community resilience in the face of natural and man-made disasters by employing an all-hazards, whole-of-government approach to emergency preparedness, and integrating planning, preparedness, response, and recovery efforts.

Related Guiding Principle(s):

- *Environmental Stewardship & Sustainability, Local & Regional Collaboration, Equity & Opportunity*

Measures of Progress:

- *% of eligible City employees who have completed emergency management training*
- *# of interagency planning and exercise engagements and # of participants*
- *% of community signed up for Code Red system*

Strategy 4.1 Address financial and administrative management needs, to include grant management in coordination with state and federal resources.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO, Fire Department, Police Department
- Timeframe: Ongoing
- Source: Staff

Strategy 4.2 Develop and maintain the citywide Emergency Management Plan and the Emergency Operations Plan (EOP).

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO, Public Works, Utilities, Fire Department, Police Department
- Timeframe: 1-2 years
- Source: 2018 draft Facilities chapter, Local Capabilities Assessment for Readiness (LCAR) 2020

Strategy 4.3 Complete an annual Hazard Vulnerability Analysis for both City government infrastructure as well as the community at-large.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO, TJPDC, Hazard Mitigation Working Group, City Council
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter, 2018 TJPDC *Hazard Mitigation Plan*

Strategy 4.4 Develop and maintain hazard-specific critical incident plans .

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities, City Council, Fire Department, Police Department
- Timeframe: 1-2-years
- Source: 2018 draft Facilities chapter

Strategy 4.5 Coordinate the development of Continuity of Operations (COOP) and Continuity of Government Plans (COG) for all City departments and provide planning guidance for local businesses as well.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CMO, City Council , all City departments
- Timeframe: 1 year
- Source: 2018 draft Facilities chapter, City of Charlottesville COOP draft plan 2019

Strategy 4.6 Coordinate City staff education and training in the National Incident Management System (NIMS) and Incident Command System to ensure essential emergency management capabilities .

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners:

Public Works, Utilities, CMO, Fire Department, Police Department, Regional Emergency Management Office
- Timeframe: 1-2 years
- Source: 2018 draft Facilities chapter, Regional NIMS Training Proposal

Strategy 4.7 Organize and implement training for City employees, to include disaster tabletops (discussion-based scenario exercises), drills, and other exercises.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, CMO, Fire Department, Police Department, Regional Emergency Management Office
- Timeframe: 1-2 years
- Source: 2018 draft Facilities chapter

Strategy 4.8 Coordinate the development, implementation, and evaluation of city-wide safety programs.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, All City Departments
- Timeframe: 1-2 years
- Source: 2018 draft Facilities chapter

Strategy 4.9 Coordinate and promote the use of the emergency community notification system s, including the regional Code Red system.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, CMO, Fire Department, Police Department, Regional Emergency Management Office
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 4.10 Participate in and complete Climate Hazard Risk Assessment activities, to follow finalization of the Climate Action Plan.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Public Works, City Council, NDS, Regional Emergency Management Office
- Timeframe: 1-2 years
- Source: CAP process

Strategy 4.11 Develop and adopt an After Action Review (AAR) Process as part of recovery processes.

Sub-strategy:
- Assess lessons learned from the COVID-19 emergency and incorporate into future planning.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: COVID Incident Management Team, Public Works, Utilities, City Council, City Manager's office, Fire Department, Police Department, Economic Development, Blue Ridge Health District, Regional Emergency Operations Center
- Timeframe: 1-2 years
- Source: COVID Incident Management Team Plan Documents

Goal 5. Fire Protection Services: Provide superior fire and emergency services focused on prevention, preparedness, response, and recovery, and cultivation of a safe, resilient, and self-sufficient community.

Related Guiding Principle(s):
- *Local & Regional Collaboration, Equity & Opportunity*

Measures of Progress:
- *Reports on relevant benchmarks established in the Emergency Response Performance Baseline Performance Statements*
- *% buildings in the city with Fire Protection systems installed*
- *# Community Risk Reduction strategies implemented and % of city residents taking part*

Strategy 5.1 Develop a neighborhood risk assessment to drive decision-making and service delivery to mitigate community and organizational risk.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Fire Department, City Council.
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 5.2 **Implement a comprehensive facilities master plan to maximize service delivery, safety, energy conservation and sustainability.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Fire Department, City Council
- Timeframe: 1-2 years
- Source: 2018 draft Facilities chapter

Strategy 5.3 **Maintain a fleet of emergency response vehicles appropriate for the delivery of rapid and effective emergency services to meet the identified community in an increasingly more densely populated environment.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Fire Department, City Council
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 5.4 **Provide aggressive, comprehensive Community Risk Reduction strategies to match programs and service resources to identified community needs.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Fire Department, City Council
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 5.5 **Maintain a superior Insurance Service Office rating of Class 1 to ensure the city's infrastructure supports the provision of adequate fire protection.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Fire Department, City Council, Public Utilities
- Timeframe: Ongoing (Occurs every five (5) years)
- Source: 2018 draft Facilities chapter

Strategy 5.6 **Maintain agency status through the Commission on Fire Accreditation International to ensure the fire department maintain an organizational environment of continuous improvement through performance measurement, risk assessment, and strategic planning.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Fire Department, City Council
- Timeframe: Ongoing (Occurs every five (5) years)
- Source: Staff

Strategy 5.7 **Recommend and advocate for the installation of fire protection systems in all renovated and newly constructed buildings.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Fire Department, City Council, NDS
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 6. **Emergency Medical Services: Support a resilient, safe community through the provision of the highest quality Emergency Medical Services focused on service delivery, patient outcomes, and responder health and safety.**

Related Guiding Principle(s):

- *Local & Regional Collaboration*

Measures of Progress:

- *Reports on relevant benchmarks established in the Emergency Response Performance Baseline Performance Statements*

Chapter Topic: Community Facilities and Services

Strategy 6.1 Adopt and implement an Emergency Medical Services (EMS) strategy to ensure an appropriate level of EMS first response and transport capability leveraging both career and volunteer resources.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Fire Department, City Council
- Timeframe: 1-2 years
- Source: 2018 draft Facilities chapter

Strategy 6.2 Maintain access to a fleet of emergency response vehicles appropriate for the delivery of rapid and effective emergency services in an increasingly more densely populated environment.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Fire Department, City Council
- Timeframe: Immediate (within 1 year)
- Source: 2018 draft Facilities chapter

Strategy 6.3 Fully leverage current and future technologies to achieve the most effective resource distribution and unit reliability (such as Automated Vehicle Locators, Mobile Data Computers and Global Information Services).

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Fire Department, City Council
- Timeframe: Immediate (within 1 year)
- Source: 2018 draft Facilities chapter

Strategy 6.4 Ensure adequate facilities exist for the effective deployment of EMS resources in the community.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Fire Department, City Council
- Timeframe: 2-3 years
- Source: 2018 draft Facilities chapter

Strategy 6.5 Create adequate facilities that support initial and on-going education, training, and professional development for EMS providers.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Fire Department, City Council
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 7. Police Department: Provide safety and protection to all Charlottesville residents, while building community capacity and strengthening relationships.

Related Guiding Principle(s):
- *Local & Regional Collaboration, Community Culture & Unity*

Measures of Progress:
- *Identification and implementation of recommendations for community relationship- and capacity-building*

Strategy 7.1 Participate in a community process to identify ways to improve and strengthen relationships and partnerships with all Charlottesville community members.

Sub-strategies:
- Discuss ways to balance police requirements with alternative means of making a community safe: affordable housing, quality health care - including community based mental health services, living wage employment, education, and youth programming.
- In partnership with community members, identify ways to enhance and measure the effectiveness of community policing efforts.
- Identify locations throughout the city for citizen/ police engagement opportunities.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: CMO, Police Department, City Council, Police Civilian Review Board
- Timeframe: Immediate (within 1 year)

- Source: *Cville Plans Together* process

Strategy 7.2 **Evaluate the need for a new permanent, centralized facility for the Police Department which will address current and future operational, space, storage, and parking needs. Identify and obtain a facility, as needed.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Police Department, City Council
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 7.3 **Evaluate the need for a Regional Training Facility which can be shared with other local law enforcement agencies. Identify and obtain a location which will provide adequate space for this facility, as needed.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: City Council, Police Department, other local Law Enforcement Agencies.
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 7.4 **When considering a purchase of new Police Department vehicles (cars, vans, or motorcycles), consider a replacement frequency and vehicle quality that corresponds to the amount of use each vehicle receives, as well as the potential to purchase vehicles that are more energy efficient.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Police Department, City Council
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter, Staff

Goal 8. Water Infrastructure: Improve and maintain the water system infrastructure to provide reliable, healthy, and efficient water service to city residents with contingencies for drought conditions.

Related Guiding Principle(s):
- *Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:
- *# of emergency operations incidents for water infrastructure*
- *% completion for projects identified in the Water Prioritization Study*
- *Gallons of non-revenue water*
- *# leaks detected and repaired*

Strategy 8.1 **Maintain, repair, and replace water lines where necessary to minimize emergency operations and maintenance.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 8.2 **Map, inspect, and inventory existing infrastructure; assess the condition of water facilities; and identify actions that can be taken to improve the hydraulic conditions of the water network.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 8.3 **Continue to implement the recommended improvements for increased capacity, fire protection, and redundancy of systems by replacing and/or upsizing water lines as outlined in the City's Water Prioritization Study.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Utilities

- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 8.4 **Ensure that all applications for increased capacity are analyzed to discern adequate water line capacity and water meter sizing in the review process.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 8.5 **Identify sources of non-revenue water (water that is "lost" before it reaches users) and focus efforts in reducing those water losses.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 8.6 **Support and coordinate efforts with the Rivanna Water and Sewer Authority and the Albemarle County Service Authority to provide a more efficient distribution and treatment system.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Utilities, Rivanna Water and Sewer Authority, Albemarle County Service Authority
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 9. Wastewater Infrastructure: Improve and maintain wastewater infrastructure to provide effective sanitary sewer services to residents and protect public health and water quality.

Related Guiding Principle(s):
- *Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:
- *# of emergency operations incidents for wastewater infrastructure*

Strategy 9.1 **Map, inspect, and inventory existing infrastructure; assess the condition of these facilities; and identify actions that can be taken to improve the conditions of the wastewater network, especially the capacity of the sewer system in prime development areas, including those areas identified as potential medium or high-intensity development areas on the Future Land Use Map.**

Sub-strategies:
- Minimize emergency operations and maintenance by maintaining, repairing, and replacing sanitary sewer lines, where necessary.
- Emphasize the annual maintenance of wastewater facilities and continue to identify and complete improvement projects. This includes, but is not limited to, increasing the size of pipes to enlarge the system's capacity, relocating main lines that were built on private property, or building new main lines to extend the system.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 9.2 **Continue to improve sanitary sewer infrastructure to eliminate sanitary sewer overflows and reduce infiltration and inflow.**

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 9.3 **Design and replace the 14th/15th Street Collector sewer line, which currently exceeds capacity and will be receiving significant additional flow from developments currently under construction and planned in this area.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Utilities
- Timeframe: 4-5 years
- Source: 2018 draft Facilities chapter

Strategy 9.4 **Support and coordinate efforts with the Rivanna Water and Sewer Authority and the Albemarle County Service Authority to provide a safe and reliable sanitary sewer collection and treatment system.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Utilities, Rivanna Water and Sewer Authority, Albemarle County Service Authority
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 10. Stormwater Conveyance Infrastructure: Improve and maintain stormwater conveyance infrastructure to provide a safe and effective public drainage system while mitigating related impacts to water resources.

Related Guiding Principle(s):

- *Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:

- *Miles of pipe rehabilitated*
- *# structures installed, rehabilitated, or replaced*

Strategy 10.1 **Map, inspect, and inventory the stormwater conveyance network to assess the condition, configuration, location, and extents of stormwater conveyance infrastructure. Facilitate strategic actions to maintain and improve the condition and integrity of the network.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 10.2 **Rehabilitate, repair, and replace public stormwater conveyance infrastructure both preventively and reactively to promote sustainable stewardship of the stormwater conveyance system.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 10.3 **Modernize, on a case-by-case basis, the stormwater conveyance system to achieve compliance with current local and state engineering standards, specifications, and best practices.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 10.4 **Ensure that proposed additions and modifications to the existing stormwater conveyance infrastructure network are implemented in a way that addresses deficiencies of the existing infrastructure.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 10.5 Incorporate, as is practicable, water quality improvements and measures that lessen the impact to receiving water bodies when improvements are made to stormwater conveyance infrastructure.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 10.6 Continue to advance the understanding of best policy and practice related to the City's public/ private stormwater conveyance system with the goal of integrating public responsibility and private needs.

Sub-strategy:

- Consider strategies described in City GreenPrint 1.0: Charlottesville's Green Infrastructure Guide as well as other innovative and progressive methods of managing stormwater, particularly where they provide additional green space within neighborhoods.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Public Works, Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 11. Gas Infrastructure: Improve and maintain the existing gas system within city and county limits, expand the system as needed, and provide a safe and efficient service for the community.

Related Guiding Principle(s):

- *Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:

- *# of third-party damage incidents*

Strategy 11.1 Map, inspect, and inventory the existing infrastructure; assess the condition of these facilities; and identify actions that can be taken to improve the conditions of the natural gas network.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 11.2 Continue to promote public awareness regarding gas safety and reduce third party damages to the gas system.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Utilities
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 12. Parks and Recreation (Upgrades): Upgrade existing park and recreation infrastructure to current standards and address the value and uses of natural areas.

Related Guiding Principle(s):

- *Equity & Opportunity, Environmental Stewardship & Sustainability*

Measures of Progress:

- *# improvements made to existing facilities and infrastructure*

Strategy 12.1 Develop and apply system-wide design standards, as appropriate.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing

- Source: 2018 draft Facilities chapter

Strategy 12.2 Improve the overall comfort and aesthetics of park sites through signage, landscaping, infrastructure, and safety improvements

Sub-strategies:
- Evaluate potential to install energy efficient lighting.
- Add trash/recycling receptacles in appropriate locations.
- Update recreation amenities.
- Refurbish existing restrooms and drinking fountains.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 12.3 Create resource management plans to support and maintain natural areas.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 12.4 Ensure that planning, maintenance, and operation of parks always explores and considers the cross functional benefit for the City's environmental goals, including those related to stormwater management, energy efficiency, environmental justice, and others.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation, Public Works
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 12.5 Continue to include more kinetic and/or creative play modules and equipment in city playgrounds.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 13. Parks and Recreation (Planning and Expansion): Plan for the future and expand current inventory of public park and recreation facilities.

Related Guiding Principle(s):
- *Equity & Opportunity, Environmental Stewardship & Sustainability, Local & Regional Collaboration, Community Culture & Unity*

Measures of Progress:
- *Total acres of public park land (or publicly-accessible facilities, including school facilities)*
- *Acres of public park land (or publicly-accessible facilities, including school facilities) within or walkable from each neighborhood*

Strategy 13.1 Encourage the acquisition of land that serves a cross functional purpose as parkland/public space and the development of green infrastructure and prioritize land acquisition.

Sub-strategy:
- Prioritize and encourage acquisition of natural areas, particularly along existing and proposed trails and near the Rivanna River, through developer contributions and fee simple purchase.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation, City Council
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 13.2 Design athletic fields to accommodate multiple recreational uses.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing

- Source: 2018 draft Facilities chapter

Strategy 13.3 Increase both passive recreational opportunities (which require less intensive use of land) as well as active recreational opportunities (which may require specific sporting facilities or equipment) for Charlottesville residents.

Sub-strategies:

- Add additional rectangular fields to the parks and recreation network.
- Ensure that all neighborhoods are considered for these improvements, with a priority on neighborhoods that are currently underserved or lack connectivity to existing opportunities.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Land Use chapter

Strategy 13.4 Enhance the role of schools in the open space and public facility network by expanding the community use of these places.

Sub-strategy:

- Revisit the existing Memorandum of Understanding, as needed, to update roles, responsibilities, and funding for any shared amenities at school facilities.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks & Recreation, CCS, City Council
- Timeframe: Ongoing
- Source: 2018 draft Land Use chapter

Strategy 13.5 Examine the feasibility of creating a regional park authority in conjunction with City/County planning efforts.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, Albemarle County, Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 13.6 Create a Parks and Recreation systemwide Master Plan (possibly to include a regional master plan), align current and future park master plans, and continue to evaluate and adjust programs to align all program lifecycles and establish new programs.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks & Recreation, City Council
- Timeframe: 2-3 years
- Source: 2018 draft Facilities chapter

Goal 14. Parks and Recreation (Best Practices): Adopt and maintain customized park and recreation facility standards that support a livable community and perform consistent maintenance on all parks and recreation facilities.

Related Guiding Principle(s):

- *Equity & Opportunity, Environmental Stewardship & Sustainability*

Measures of Progress:

- *Maintenance standards reports*

Strategy 14.1 Incorporate best design practices for creating multiple, complimentary uses in urban scale parks while following best practices for the stewardship of the parks' historic resources.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 14.2 Continue to pursue partnerships to develop and maintain park and recreation facilities and programs and meet City and Departmental service delivery goals.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks & Recreation, local partners and organizations including non-profits
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 14.3 Establish maintenance standards and frequencies for all park facilities, trails, and recreation facilities in the system.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 14.4 Communicate park maintenance standards to users of parks and recreation facilities.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 15. Parks and Recreation (Trails and Connectivity): Connect the park system to the community through the development of context- and environmentally-sensitive trails and through the effective and appropriate design of park and recreation facilities.

Related Guiding Principle(s):
- *Equity & Opportunity, Environmental Stewardship & Sustainability, Local & Regional Collaboration*

Measures of Progress:
- *% of population within ¼ mile (travel distance) of a public park*
- *% of residents within a 10-minute walk of a public park (ParkScore, https://www.tpl.org/city/charlottesville-virginia)*

Strategy 15.1 Enhance multimodal access to parks, particularly for areas currently lacking nearby facilities.

Sub-strategies:
- Continue to utilize GIS mapping to examine the equity or disparities in place by park and facility types.
- Support the implementation of the 2015 Bicycle and Pedestrian Master Plan, particularly where it enhances access to parks and trails.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation, NDS, Public Works
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 15.2 Encourage land and easement acquisition along trail corridors to ensure permanent use as trail and the ability to manage land as park space and a green infrastructure resource.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation, City Council
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 15.3 Ensure that all new trails and trail improvements are designed within the context of surrounding natural systems and urban areas to maximize positive and minimize negative impacts on environmental systems and cultural and historic resources.

Sub-strategy:
- Formalize guidelines for trail design, trail construction materials, trail maintenance and improvements.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 15.4 Develop information materials and trail signage that highlight the characteristics of natural resources and cultural and historic areas located along trail systems in the city and within parks.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks & Recreation, Historic Resources Committee
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Goal 16. Parks and Recreation (Facilities and Programs): Develop and implement cost recovery and program standards as they apply to core offerings, services, and facilities.

Related Guiding Principle(s):

- *Equity & Opportunity, Environmental Stewardship & Sustainability, Local & Regional Collaboration*

Measures of Progress:

- *% programs and facilities meeting cost recovery goal*

Strategy 16.1 Determine the true cost of services for programs and facilities (including parking), and create a cost recovery goal, with an end result that facilities produce revenue to offset operating costs while ensuring that cost recovery strategies do not limit access to facilities and programs for lower-income residents or those with little walkable access to parks.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Strategy 16.2 Create a new core recreation service related to environmental education to create awareness and appreciation of the value of natural areas.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Parks & Recreation
- Timeframe: Ongoing
- Source: 2018 draft Facilities chapter

Chapter Topic: Community Engagement and Collaboration

Community Vision Statement *(Overall Future Outcome Envisioned for this Chapter's Topic)*

- Recognizing the need for inclusive community engagement processes as well as to effectively seek input from the full community, the City and its partners will use new and evolving strategies to directly seek feedback from all community members, particularly those who face the greatest challenges to participation and those who are most impacted by potential decisions.
- Community engagement in Charlottesville will include both ongoing communication about civic life and opportunities to participate in public processes and decision-making.
- The City will emphasize and demonstrate the importance of community involvement by facilitating transparent, accessible, and respectful input opportunities, and by effectively communicating the ways in which community input will be considered in, and will inform, decision-making.
- The City will widely and proactively share information about opportunities and events, welcoming all residents into planning and decision-making processes while ensuring that they understand the process and how the outcome could potentially impact their lives.
- The City will utilize a variety of best practices in community engagement and seek out information-sharing partnerships with local organizations.
- City-appointed boards, commissions, and committees will be both representative of and sensitive to Charlottesville's diversity and range of perspectives, and will provide and encourage opportunities for informed participation by interested community members.

Overview of Chapter Goals *(Specific outcomes related to achieving the Community Vision)*

Goal 1. **Public Education and Awareness**: Empower community members by providing and actively sharing the information they need to participate in a meaningful way.

Goal 2. **Inclusive Processes**: Seek out and facilitate the involvement of those potentially affected by or interested in a process or decision.

Goal 3. **Transparent Procedures**: Establish and maintain transparent planning processes.

Goal 4. **Effective Engagement**: Define and evolve a clear process and strategies for how the City gathers input and shares information with all residents.

Chapter Topic: Community Engagement and Collaboration

Goals and Strategies

Goal 1. Public Education and Awareness: Empower community members by providing and actively sharing the information they need to participate in a meaningful way.

Related Guiding Principle(s):

- *Local & Regional Collaboration, Equity & Opportunity*

Measures of Progress:

- *# (or %) of people engaged in public education activities related to planning (including by Neighborhood Planning Area, by income, race, and other demographics to ensure that participants are representative of overall city demographics)*

Strategy 1.1 Provide general educational resources and training opportunities for residents to land use, transportation, housing, and other planning issues,, and the impact that planning and projects in these areas can have on individuals and communities.

Sub-strategies:

- Provide project-specific educational resources and training, if needed.
- Coordinate outreach of educational materials in a variety of ways.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Neighborhood Development Services (NDS), Planning Commission, City Council, Community Representatives, Communications, Neighborhood Associations
- Timeframe: 1-2 years; Update general resources annually
- Source: Staff, PLACE Committee memorandum, *Cville Plans Together* process

Goal 2. Inclusive Processes: Seek out and facilitate the involvement of those potentially affected by or interested in a process or decision.

Related Guiding Principle(s):

- *Local & Regional Collaboration, Equity & Opportunity, Community Culture & Unity*

Measures of Progress:

- *# (or %) of people engaged in planning processes (including by Neighborhood Planning Area, by income, race, and other demographics to ensure that participants are representative of overall city demographics)*

Strategy 2.1 Establish and use guidelines and metrics to ensure inclusive community engagement in City-led processes.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, City Council, Planning Commission, Community Representatives, Communications
- Timeframe: 1-2 years; update guidelines annually
- Source: Staff, *Cville Plans Together* process

Sub-strategies:

- Ensure that all community members are welcomed and encouraged to share their views, regardless of ethnicity, race, immigration status, age, socio-economic status, cultural background, ability, sexual orientation, and gender identity.
- Ensure that those who have the potential to be, or have historically been, adversely affected by decisions are adequately represented. Intentional, deliberate efforts should be undertaken to ensure that these populations are not only informed, but also play an active role in peer-to-peer communication and any advisory or leadership community positions (e.g., Steering or Advisory Committees) that may arise.

Strategy 2.2 Foster ongoing communication and partnerships with residents, Neighborhood Associations, businesses, boards, commissions, UVA, Albemarle County, etc. to ensure all stakeholders are involved in planning processes and decision-making.

Sub-strategy:

- Consider providing meeting facilitation training and/or training on other community outreach tools and tactics to interested residents across the city in order to build up local neighborhood capacity and strengthen partnerships between residents and City government.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Communications, Planning Commission, City Council, Neighborhood Associations
- Timeframe: Ongoing
- Source: Staff

Goal 3. Transparent Procedures: Establish and maintain transparent planning processes.

Related Guiding Principle(s):

- *Local & Regional Collaboration, Equity & Opportunity*

Measures of Progress:

- *% active and completed (approved) projects with data available on the Charlottesville website*
- *Engagement portal activity*
- *# of people or % of population (by neighborhood) subscribed to the City's email listserv*

Strategy 3.1 Study options for a centralized community engagement web portal and feedback tool to facilitate engagement on all community projects, plan reviews, etc., and standardize the feedback process. Consider a range of interactive tools with a focus on those that are easy to understand and can easily be paired with in-person engagement for those without internet access.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Information Technology, Communications, NDS
- Timeframe: Immediate (within 1 year)
- Source: *Cville Plans Together* process

Strategy 3.2 Provide a clear outline at the start of all planning and decision-making processes, to clarify the timeline and any opportunities for residents to be involved in all steps of decision-making processes from initial data gathering to alternatives development to decision-making to implementation and evaluation.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Planning Commission, City Council
- Timeframe: Immediate (within 1 year)
- Source: Staff, *Cville Plans Together* process

Strategy 3.3 When possible, make data collected and generated by the City open and available to the public.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Information Technology, Communications, NDS
- Timeframe: Ongoing
- Source: Staff

Strategy 3.4 Regularly report on implementation progress for the Comprehensive Plans, Small Area Plans, and other major planning efforts.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, City Council, Planning Commission
- Timeframe: Ongoing
- Source: Staff

Goal 4. Effective Engagement: Define and evolve a clear process and strategies for how the City gathers input and shares information with all residents.

Chapter Topic: Community Engagement and Collaboration

Related Guiding Principle(s):

- *Local & Regional Collaboration, Equity & Opportunity*

Measures of Progress:

- *Identification of staff Community Engagement lead(s)*
- *% of City processes with community engagement plans shared and utilized*
- *Annual assessment of engagement strategies and outcomes*

Strategy 4.1 Evaluate the need for a new Community Engagement staff position or group within NDS, to lead relationship management across stakeholders and to ensure ensuring a consistent level of effective community engagement.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, City Council, City Manager's Office, Communications Department
- Timeframe: 1-2 years
- Source: *Cville Plans Together* process

Strategy 4.2 Develop and share standard, defined processes for how community input will be gathered through constructive means and then applied to land use and development-related decisions at various levels of City decision-making.

Sub-strategies:

- Consider opportunities to build community leadership development through the planning process, particularly for disadvantaged or underrepresented communities.
- Utilize a variety of engagement locations/ strategies (e.g., Online tools, phone hotline, tabling, community meetings, notices to Neighborhood Leaders, community agencies, etc.).
- Make participation accessible, convenient, attractive, and easy in order to maximize community involvement. Consider hosting meetings at community-based venues, and at a wide range of times to allow for various members of the community to access.
- Include both individual and group participation opportunities.
- Provide information in multiple languages.
- Hold meetings in locations accessible by public transportation.
- Consider hosting meetings in community-based venues, virtually and in-person, and at a wide range of times to allow for various members of the community to access. Consider opportunities to compensate residents for participation.
- Provide food and childcare at meetings, when possible.
- Provide a timeline for all community input for each effort.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Communications, Planning Commission, City Council, City Manager's Office
- Timeframe: 1-2 years
- Source: Staff, PLACE Committee memorandum, *Cville Plans Together* process

Strategy 4.3 Routinely review community engagement processes and make necessary changes to improve effectiveness.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Planning Commission, Communications
- Timeframe: 2-3 years and then annually
- Source: Staff

Strategy 4.4 Update methods of communication and interaction with the community as technology changes and new methods become available.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: NDS, Information Technology, Communications Department
- Timeframe: 2-3 years and then annually
- Source: Staff

Strategy 4.5 **Build on previous efforts to study and pilot options for participatory decision-making in city processes, such as budgeting. Ensure that access is addressed for those with a lack of internet access.**

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Council, Budget Department, UVA (potential partner)
- Timeframe: 1-2 years
- Source: *Cville Plans Together* process